

DOCKET SECTION

OFFICIAL TRANSCRIPT OF PROCEEDINGS BEFORE THE POSTAL RATE COMMISSION

In the Matter of:)

EVOLUTIONARY NETWORK)
DEVELOPMENT SERVICE CHANGES,)
2006)

Docket No. N2006-1

POSTAL RATE COMMISSION
OFFICE OF THE SECRETARY

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BEFORE THE
POSTAL RATE COMMISSION
WASHINGTON, DC 20268-0001

Evolutionary Network
Development Service Changes,

Docket No. N2006-1

DESIGNATION OF WRITTEN CROSS-EXAMINATION

Party

Interrogatories

American Postal Workers Union. AFL-CIO

Margaret Yao (APWU-T-I)

United States Postal Service

USPS/APWU-T1-1, 2a, 4-8, 9a-b, 10-11

Institutional

United States Postal Service

USPS/APWU-T1-2b-c. 9c-d redirected to

United States Postal Service

Institutional

Office of the Consumer Advocate

DBP/USPS-89, 91-100

DFC/USPS-12-14

OCA/USPS-57-63

OCA/USPS-T1-11 redirected to USPS

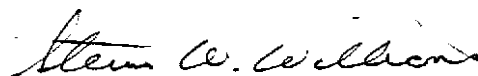
InterrogatoriesUnited States Postal Service

Institutional

Postal Rate Commission

PRCIUSPS-POIR No.5 - Q07, POIR No.6 - Q1,
POIR No.7 - Q1 - 9, POIR No.8 - Q1-2
POR-37-Question 7
POR-37-Questions 1-6

Respectfully
submitted,



Steven W. Williams
Secretary

INTERROGATORY RESPONSES
DESIGNATED AS WRITTEN CROSS-EXAMINATION

Interrogatory

Designating Parties

American Postal Workers Union, AFL-CIO

Margaret Yao (APWU-T-1)

USPS/APWU-T1-1	USPS
USPS/APWU-T1-2a	USPS
USPS/APWU-T1-4	USPS
USPS/APWU-T1-5	USPS
USPS/APWU-T1-6	USPS
USPS/APWU-T1-7	USPS
USPS/APWU-T1-8	USPS
USPS/APWU-T1-9a	USPS
USPS/APWU-T1-9b	USPS
USPS/APWU-T1-10	USPS
USPS/APWU-T1-11	USPS

Institutional

USPS/APWU-T1-2b redirected to APWU	USPS
USPS/APWU-T1-2c redirected to APWU	USPS
USPS/APWU-T1-9c redirected to APWU	USPS
USPS/APWU-T1-9d redirected to APWU	USPS

United States Postal Service

Institutional

DBPIUSPS-89	OCA
DBPIUSPS-91	OCA
DBPIUSPS-92	OCA
DBPIUSPS-93	OCA
DBPIUSPS-94	OCA
DBPIUSPS-95	OCA
DBPIUSPS-96	OCA
DBPIUSPS-97	OCA
DBPIUSPS-98	OCA
DBPIUSPS-99	OCA

InterrogatoryDesignating Parties

DBPIUSPS-100	OCA
DFCIUSPS-12	OCA
DFC/USPS-13	OCA
DFCIUSPS-14	OCA
OCAIUSPS-57	OCA
OCA/USPS-58	OCA
OCA/USPS-59	OCA
OCA/USPS-60	OCA
OCAIUSPS-61	OCA
OCA/USPS-62	OCA
OCAIUSPS-63	OCA
OCAIUSPS-TI-11 redirected to USPS	OCA
PRCIUSPS-POIR No.5 - Q07	PRC
PRCIUSPS-POIR No.6 - Q1	PRC
PRCIUSPS-POIR No.7 - Q1	PRC
PRCIUSPS-POIR No.7 - Q2	PRC
PRCIUSPS-POIR No.7 - Q3	PRC
PRCIUSPS-POIR No.7 - Q4	PRC
PRCIUSPS-POIR No.7 - Q5	PRC
PRCIUSPS-POIR No.7 - Q6	PRC
PRCIUSPS-POIR No.7 - Q7	PRC
PRC/USPS-POIR No.7 - Q8	PRC
PRCIUSPS-POIR No.7 - Q9	PRC
PRC/USPS-POIR No.8 - Q1	PRC
PRC/USPS-POIR No.8 - Q2	PRC
POR-37-Question 7	PRC
POR-37-Questions 1-6	PRC

N2006-1

American Postal Workers Union, AFL-CIO

**Margaret Yao
(APWU-T-1)**

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RICAN POSTAL WORKERS UNION, AFL-CIO
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USPS/APWU-T1-1 Please refer to your report at page 15, page 7. there, you summarize requests for information directed to the Postal Service at public meetings in the Area II Private consolidation as follows:

These members are not seeking state secrets; they were asking for data that could help them in the Postal Service.

- (a) Please describe your experience on behalf of the Postal Service as it relates to the public disclosure of data provided by the clients of the Postal Service. It is important to be especially sensitive, proprietary or confidential, and that it is not economic or other information of those clients. In doing so, please describe any commercial or revenue-generating information that is provided to clients. Please also describe the manner in which you or your clients may be in economic or commercial competition with other clients.
- (b) Do any of your non-profit clients share information or mailing lists with other similar organizations. If so please describe the nature of the information organizations all of your clients.

In my experience, the Postal Service and its organizations, are concerned about how information is disclosed and given. They do not disclose sensitive information that they may even regard as "state secrets." However, they are not engaged in commercial ventures, many of them they compete to attract and/or sustain funding, both from private or public sources. Given these realities we have at times signed agreements to assist our clients. Our clients work together with us to determine the types of information necessary to inform the public about the issues at hand while still protecting information our clients regard as confidential.

- (b) I don't know.

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USPS/APWU-T1-2

- (a) Please refer to USPS Library Reference N2006-1/5. Assume that, as a part of ~~the~~ review of each AMP ~~mail processing~~ and transportation consolidation proposal, ~~the~~ Postal Service, analyzes and relies upon mail volume and operations data ~~that~~ it regards to be commercially ~~sensitive~~. Assume also that the Postal Service considers that the public disclosure of ~~such~~ data would result in private delivery firms ~~such as~~ Federal Express and United Parcel Service gaining an unfair advantage in competition for the provision of delivery services, ~~to the economic detriment of the~~ Postal Service and its employees.
- (1) Please refer to the first paragraph of page 16 of APWU-T-1. Would you regard ~~the Postal Service~~ as 'arrogant' if, while seeking public input regarding a particular AMP consolidation proposal, it determined that it was necessary to ~~withhold~~ some operational and volume data ~~pertinent~~ to that AMP proposal from public disclosure to protect the aforementioned economic interests? If so, please explain.
- (2) What advice would you offer ~~the~~ Postal Service or what procedures would you recommend that it employ as it sought to ~~strike~~ a balance between providing the public with information regarding a particular AMP proposal and protecting the above-referenced economic interests?
- (b) With regard to USPS Library Reference N2006-1/5, is it the position of the American Postal Workers Union that no harm could ~~result~~ to the economic interests of the Postal Service if data such as those described above in subpart (b) were routinely publicly disclosed? If so, please explain.
- (c) With regard to USPS Library Reference N2006-1/5, is it the position of the American Postal Workers Union that no harm could result ~~to the~~ economic interests of the American Postal Workers Union if data such as those described above in subpart (b) were routinely publicly disclosed? If so, please explain.

Response:

- (a)(1) No. "Arrogance, with the best of intentions, doesn't get you very far," was a self-revelatory comment made by someone in another government agency whose group went through a rethinking of their attitudes toward public engagement. See my testimony on p. 18, lines 8-10.

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(2) First, it is not necessarily the case that the information deemed most critical will give competitors an unfair advantage. In other words, a balance does not necessarily need to be struck. I note that while people were dissatisfied with the AMP Summary Sheet (when it was provided), few of the questions raised at the town hall meetings and in Congressional correspondence would be answered by providing copies of the pertinent AMP. In fact, the data deemed most useful to customers and community leaders may not exist and may need to be collected. For example, studies of baseline and resulting service delivery through test mailings could be conducted in cooperation with third-party groups to the benefit of understanding service delivery impacts.

Also, a data dump on citizens at a public meeting will not be useful, whether or not the information is sensitive. In my testimony, starting on page 24, I outline how the creation of a small Citizen Advisory Panel (CAP) would help shape the broader town meeting and narrow its focus. I describe the potential make-up of the CAP on p. 25 and suggest on p. 25, lines 21-26, that the CAP could serve to:

- inform decision-makers of specific community interests and concerns, identifying the critical information to be developed or shared
- Act as a sounding board to develop or react to feasibility of proposal and potential options.. ..

To facilitate a free flow of communication, it may be necessary for the members of the CAP to sign nondisclosure agreements, which is not an unusual practice. The CAP would assist the Postal Service in identifying which information will be helpful in informing discussion and dialogue at a town meeting so as to inform the discussion but not disclose commercially sensitive information. For example, performance information might be shared in terms of trends, rather than single data points. Sensitive information could be shared in terms of percentages and percentage

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changes, rather than specific raw totals. Assumptions *may* be described to the satisfaction of the CAP; neither the CAP nor the public would likely need to, or want to, know labor or volume category specifics.

- (b) Referred to APWU for institutional response.
- (c) Referred to APWU for institutional response.

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USPS/APWU-T1-4

- (a) Please provide a citation to ~~the~~ promise of no degradation in overall service referenced at page 16, ~~line 19 of~~ **APWU-T-1**.
- (b) Does the document referenced at page 16, ~~fn. 29 of~~ **APWU-T-1** promise **no** degradation in overall service in ~~relation to any specific A m Mail Processing consolidation?~~ If ~~so~~, please provide a citation in that document to such a promise.

Response:

- (a) **The promise of no degradation in overall service was made to the public in**
- **PowerPoint slides** in USPS LR N2006-1/13, **p. 18 of 21**;
 - USPS Response to Interrogatory **APWU/USPS-T2-113** (July 24, 2006), St. Petersburg summary (marked **1/55**), p. 4 of 59; St. Petersburg PowerPoint slide 13, p. 17 of 58; Yakima summary (marked **18/55**), p. **21 of 58**; Yakima PowerPoint slide 11, p. **32 of 58**; Jackson Summary (marked 33/55), p. 36 of **58**; Jackson PowerPoint slide 12, p. 48/58.
 - USPS Response to Interrogatory **APWU/USPS-T2-114(b)** (August 11, 2008)

However, my point was that the promise of no degradation of service was made to the public **while** the AMP guidelines **do** not make such a promise.

- (b) The referenced document is USPS-LR-N2006-1/3, AMP Guidelines. Worksheet 7a. **As the footnote indicates**, the document makes no promise.

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USPS/APWU-T1-5

Please refer to lines 13-16 of page 34 of APWT - 1. Describe the "political" interests that the Postal Service should consider and what weight they should be given as part of a determination of:

- (a) whether to shift certain operations from one mail processing plant in an effort to improve efficiency and reduce excess capacity;
- (b) whether a particular existing mail processing facility objectively deemed to be obsolete or to constitute excess capacity should be closed;
- (c) whether to consolidate or eliminate transportation operations between mail processing plants in an effort to improve efficiency and reduce excess capacity.

Response:

(a-c) Lines 13-15 of page 34 comprise a broad concluding remark, ending my testimony thus: "A strategy where all parties benefit by expanding consideration of the variety of economic, political, and societal interests to be considered is more likely to build understanding and goodwill toward the Postal Service and lead to better decisions." The variety of interests mentioned were intended to illustrate different ways the public might express its interests. Interrogatories USPS/APWU-T1 -5, 6, and 7 ask for a breakdown of the "political," "economic," and "societal" interests and the weight those interests should be given for specific scenarios. I did not intend a sharp distinction among the three, but I will try to draw some distinctions relating to the five public meetings held between April and June, 2006.

The "political" interests have focused largely on process. Based on my analysis, the political interests are most readily, but not exclusively, expressed in letters from Congressional representatives to the Postmaster General and GAO and are included in this case in APWU-LR-N2006-1/5.

These letters did not really question the general need for realignment, nor the specifics of the scenarios laid out in (a) through (c) of this question, but rather focus on the realignment process and how decisions would be

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made. For example, the June 19, 2006, letter from Rep. C.W. Bill Young acknowledges the fact that the Postal Service is under from increasing competition from other delivery services and the need to rein in costs. But, he points out, a facility "merger" is a major and probably irreversible decision. If the Service is to understand the proposal, it requires information beyond anything shared at the June 14 public meeting. Representative Yao seeks information on how past "mergers" have gone – what did the Postal Service realize in terms of fit and impact on service? He also wishes to understand and study the assumptions underlying the cost-benefit analysis and impacts on service in his area, and the alternatives that were considered, among other points.

Thus, regarding specific information to shift or closing facilities and transportation operations, the Service is aware that the elected officials are concerned that the cost-benefit analysis does not include all relevant factors – and they are uncertain that the Postal Service has or will consider factors they believe are relevant. By the way, the public engagement process will help the Postal Service determine the bearing of factors that should have on its real success. It includes an invitation to elected officials to oversee, or participate in a small Citizen Advisory Panel (CAP) and the town meeting. This process will help build understanding and goodwill, as well as improve the decision process.

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USPS/APWU-T1-6

Please refer to lines 13-16 of page 34 of APWU-T-1. Describe the "societal" interests that the Postal Service ~~should~~ consider and what weight they should be given as part of a determination of:

- (a) whether to ~~shift certain~~ operations from one mail processing plant in an effort to improve efficiency and reduce excess capacity;
- (b) whether a particular ~~existing~~ mail processing facility objectively deemed to be obsolete or to constitute ~~excess~~ capacity should be closed;
- (c) whether to ~~consolidate~~ or eliminate transportation operations between mail processing plants in an effort to improve efficiency and reduce excess capacity.

Response:

(a-c) Lines 13-15 of page 34 comprise a broad ~~concluding~~ remark, ending my testimony thus: "A strategy where all parties ~~benefit by~~ expanding consideration of ~~the~~ variety of economic, political, and societal interests to be considered is more likely to build understanding and goodwill toward the Postal Service and lead to better decisions.' The variety of interests mentioned were intended to illustrate different ways ~~the~~ public might express its interests. Interrogatories USPS/APWU-T1 -5, 6, and 7 ask for a breakdown of the "political," "economic," and "societal" interests and the weight those interests should be given for specific scenarios. I did not ~~intend~~ a sharp ~~distinction~~ among ~~the three~~, but I will try to draw some distinctions relating to ~~the~~ five public meetings held between April and June, 2006.

In mentioning "~~societal~~" interests, which also are likely to be political and economic, I was thinking of the emphasis ~~some~~ community leaders placed on the impact of slower ~~service~~ on certain segments of our society. For example, one community leader in Sioux City expressed considerable concern for "~~the~~ poorest people, who have no other way to pay their bills [other than through mail service]." He was concerned that ~~service~~ impacts

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could slow down mail delivery, compelling those who can least afford them to end up paying late fees, interest charges, and the like. He suggested that a "community-wide education process should be mandated" to change expectations and behavior if slower service were to become the case.

Thus, regarding specific input to shifting or closing facilities and transportation operations, comments like these indicate concern that impacts on universal service delivery for certain segments of society should be part of the cost-benefit analysis, no matter which scenario. My recommended public engagement process will help the Postal Service determine the bearing these factors should have on its realignment proposals. It includes community leaders on a small Citizen Advisory Panel (CAP) and outreach to potentially unrepresented groups in the town meeting. This process will help build understanding and goodwill, as well as improve the decision process.

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USPS/APWU-T1-7

Please refer to lines 13-16 of page 34 of APWU-T-1. Describe the "economic" interests that the Postal Service should consider and what weight they should be given as part of a determination of:

- (a) whether to shift certain operations from one mail processing plant in an effort to improve efficiency and reduce excess capacity;
- (b) whether a particular existing mail processing facility objectively deemed to be obsolete or to constitute excess capacity should be closed;
- (c) whether to consolidate or eliminate transportation operations between mail processing plants in an effort to improve efficiency and reduce excess capacity.

Response:

(a-c) Lines 23-15 of page 34 comprise a broad concluding remark, ending my testimony thus: "A strategy where all parties benefit by expanding consideration of the variety of economic, political, and societal interests to be considered is more likely to build Understanding and goodwill toward the Postal Service and lead to better decisions." The variety of interests mentioned were intended to illustrate different ways the public might express its interests. Questions USPS/APWU-T1 - 5, 6, and 7 ask for a breakdown of the "political," "economic," and "societal" interests and the weight those interests should be given for specific scenarios. I did not intend a sharp distinction among the three, but I will try to draw some distinctions relating to the five public meetings held between April and June, 2006.

"Economic interests," which may also be political and include societal interests, references both the impact of the AMP proposals on users of the mail as well as the Postal Service's own economics that motivate the process. The impact on users includes the effects on large mailers, small businesses, and residential users. Business and civic leaders also have expressed concern for broader impact on a community's economic well-being.

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Thus, regarding specific input to shifting or closing facilities and transportation operations, comments indicate that economic impact, not just operating impact, should be part of the cost-benefit analysis, no matter which scenario. My recommended public engagement process will help the Postal Service determine the bearing these factors should have on its realignment proposals. It includes representation of mailers and community leaders on a small Citizen Advisory Panel (CAP) and broader outreach for participation in the town meeting. This process will help build understanding and goodwill, as well as improve the decision process.

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(a) Please refer to line 3 of page 34 of APWU-T-1 where you mention "facility closing". The footnote appended to that sentence refers to an Army weapons destruction project. Did that project involve a plan to permanently or temporarily close a military facility? If so, please include a list of publicly available information or Internet citations to any publicly available information on any aspect of the proposal.

(b) Please provide examples of the involvement of AmericaSpeaks in the initiation of public town hall meetings on behalf of the government or related to the closure or consolidation of government facilities.

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(c) The Army weapons destruction project did not involve any facility closures to the public. The project was not about the closure of facilities but about how public engagement becomes even more important when dealing with controversial subjects. These subjects might include environmental impact studies, scientific research, health and safety policy, or facility closings.

The project then provided examples of controversial subjects where community involvement was sought. One of those was the Army's project to destroy 30 tons of weapons, and a Citizens' Technical Team became knowledgeable about the issues involved. In this situation, the controversial nature of the issues required citizens to be involved in the decision-making process and in the final agreements. Their eventual independent review of the Army's analysis lent credibility to the decision-making process.

(d) To my knowledge, AmericaSpeaks has not facilitated town meetings related to the closure or consolidation of government facilities.

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USPS/APWU-T1-9

Please refer to line 5 of page 18 of **APWU-T-1**.

- (a) Define what you mean by "Community Identity, related to postmarks".
- (b) Please provide the street, city, state and 5-digit ZIP Code addresses for AmericaSpeaks and the American Postal Workers Union.
- (c) Please provide a Xerox copy of:
 - (1) an unused copy of a sheet of letterhead stationery typically used for external correspondence at each address provided in response to subpart (b);
 - (2) an unused copy of the front of a mailing envelope bearing the name, logo, and/or address of each organization.
- (d) For each address identified in response to subpart (b), please identify the postal facility by street address and/or 5-digit ZIP Code at which the organization's outgoing stamped mail is routinely tendered for acceptance. If the stamped mail is not taken to a postal facility for acceptance, please describe the method by which it is tendered to the Postal Service or entered into the mail stream.

Response:

- (a) Page 18 of my testimony references concerns expressed by citizens about a variety of economic impacts on their communities. They mentioned timeliness of delivery of different types of mail and impacts on different types of customers, employment, and "community identity, related to postmarks." Some community members have expressed concern that losing the community's identifying postmark is a threat to maintaining community identity.

- (b) **AMERICASPEAKS**
1050 17th ST NW STE 701
WASHINGTON DC 20036-5515

AMERICAN POSTAL WORKERS UNION, AFL-CIO
1300 L ST NW
WASHINGTON DC 200054128

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- (c) The requested letterhead and envelope for AmericaSpeaks is attached. Each has been voided to prevent possible misuse. The request for APWU letterhead and envelope is referred to APWU.
- (d) I am not familiar with the handling of AmericaSpeaks' outgoing mail. As to APWU outgoing mail, the question is referred to the APWU.

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Engaging Citizens in Governance

National Advisory Board

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Former U.S. Senator
Allen & Company, LLC

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Mayor, Lakewood, Colorado

Mickey Edwards
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USPS/APWU-T1-10

Please refer to line 23 of page 8 of your testimony, where you **propose the** establishment of 'demographically balanced **groups of** citizens reflective of the impacted community.' What demographic factors **or characteristics** should the Postal Service consider in selecting the members of such groups?

Response:

Page 8 of my testimony references **10** guiding **principles** for effective public engagement, including "diversity – involve a demographically balanced group of citizens reflective of the impacted community." As a general rule, this means that for the areas of concern being addressed by a town hall meeting, outreach efforts are made to ensure perspectives of different impacted groups are represented in proportion to the **demographics** in that locale. For example, in Washington, DC-wide citizen summits, special **outreach** efforts are made to reach typically underrepresented groups **in these forums**, such as youth, certain ethnic groups, **or** residents **of a** particular sector of the city.

For the Postal Service, the factors or characteristics should be reflective of the geography **of the** area under consideration and the different types of users of the **postal system** that are likely **to be** affected. The key is to understand the range of concerns of different **types** of users, e.g., the elderly are more likely to **rely on** First-class mail to receive prescription medications than young adults in an area. Characteristics may include rural, suburban, and urban residents; **income**; age; businesses by type, size, location; employees; **non-employees**; and **so on**.

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USPS/APWU-T1-11

Please refer to page 29, fn. 52 of **APWU-T-1**.

- (a) ~~Would~~ you consider the ~~objectives~~ of the Postal Service's Evolutionary Network ~~Development~~ initiative to be more consistent with those of (1) the Pentagon's military Base ~~Realignment~~ and ~~Closure~~ (BRAC) process or (2) the determination of how to redevelop the World Trade Center site and establish an appropriate memorial for the victims of 9/11. Please explain your response.
- (b) Please describe your understanding ~~of the public/citizen~~ input meetings that are employed as part of the Base Realignment and Closure process.

Response:

- (a) I first will state my understanding of the ~~objectives~~ of the ~~different~~ examples you have cited and then state ~~my~~ opinion about their similarities and differences.

As I understand them, the objectives of END, which ~~involve~~ the use of computer simulations combined with **AMP** guidelines, are ~~for~~ the USPS to identify operations and network changes that could create a more flexible distribution and ~~transportation~~ network, reduce transportation costs, reduce redundancy, and reduce postal costs. A public comment process was added to END later.

As I understand it, the objective of the BRAC process is to provide ~~for~~ an independent commission to gather facts, including public comment, in order to make its own recommendations on the Defense Department's proposed base realignment and closure candidates.

Regarding ~~determination~~ of how to redevelop ~~the~~ WTC site and the 9/11 memorial, I referenced in ~~my~~ testimony the 'Listening to the City' (LTC) public input process in 2002, where public input on building concepts and memorial priorities was sought early in a process before recommendations were developed.

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In analyzing similarities and differences among these examples, it appears that END and BRAC both involve public comment late in a process, whereas the WTC-LTC process entailed early consideration. But, END and WTC-LTC provide for public input directly to the originators of the recommendations, whereas BRAC entails consideration of public input by a select group of citizens. acting independently.

So. It would appear to me that the objective of the BRAC process is to make prominent a third-party analysis and review of realignments and closures. It is hard to compare these three examples. Given the BRAC approach's third-party involvement, however, I would say that WTC-LTC and END are more similar than BRAC and END in their objectives in that WTC-LTC did not entail third-party analysis but did entail public input directly to decision-makers as END does.

- (b) I have no specific knowledge or expertise in the BRAC process, other than my awareness of the process from living in Washington, DC, and reading the local newspaper.

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UNITED STATES POSTAL SERVICE

USPS/APWU-T1-2

- (a) Please refer to USPS Library Reference N2006-1/5. Assume that, as a part of the review of each AMP mail processing and transportation consolidation proposal, the Postal Service, analyzes and relies upon mail volume and operations data that it regards to be commercially sensitive. Assume also that the Postal Service considers that the public disclosure of such data would result in private delivery firms such as Federal Express and United Parcel Service gaining an unfair advantage in competition for the provision of delivery services, to the economic detriment of the Postal Service and its employees.
- (1) Please refer to the first paragraph of page 16 of APWU-T-1. Would you regard the Postal Service as "arrogant" if, while seeking public input regarding a particular AMP consolidation proposal, it determined that it was necessary to withhold some operational and volume data pertinent to that AMP proposal from public disclosure to protect the aforementioned economic interests? If so, please explain.
- (2) What advice would you offer the Postal Service or what procedures would you recommend that it employ as it sought to strike a balance between providing the public with information regarding a particular AMP proposal and protecting the above-referenced economic interests?
- (b) With regard to USPS Library Reference N2006-1/5, is it the position of the American Postal Workers Union that no harm could result to the economic interests of the Postal Service if data such as those described above in subpart (b) were routinely publicly disclosed? If so, please explain.
- (c) With regard to USPS Library Reference N2006-1/5, is it the position of the American Postal Workers Union that no harm could result to the economic interests of the American Postal Workers Union if data such as those described above in subpart (b) were routinely publicly disclosed? If so, please explain.

Response:

- (a) Retained by Witness Yao.

INSTITUTIONAL RESPONSES OF AMERICAN POSTAL WORKERS
UNION, AFL-CIO. TO INTERROGATORIES OF
UNITED STATES POSTAL SERVICE

- (b-c) No', but it is not the APWU position that data of this sort must be routinely disclosed to the public. The Postal Service's public input process must be meaningful and therefore, accurate relevant sufficient information specific to pertinent issues raised by affected communities must be provided. Relevant information likely will not be commercially sensitive, but where sensitive information **is** relevant, it may be disclosed **in** a manner that would not result in harm to the economic interests of the Postal Service or the APWU. See, for example APWU Witness Yao Response to Interrogatory USPS/APWU-T1-2(a) (September 29, 2006).

¹ APWU is highly skeptical about any potential harm. See Motions of American Postal Workers Union, AFL-CIO to Compel USPS to Answer Interrogatories APWU/USPS-T1-9 and APWU/USPS-T2-1(a,f,g,h), 3(b), 6(k), and 8 (February 28, 2006), where APWU argues that despite USPS' assertions, it has not shown any basis for withholding such information. Nonetheless, **APWU** has respected USPS wishes for nondisclosure.

**INSTITUTIONAL RESPONSES OF AMERICAN POSTAL WORKERS
UNION, AFL-CIO, TO INTERROGATORIES OF
UNITED STATES POSTAL SERVICE**

USPS/APWU-T1-9

Please refer to line 5 of page 18 of APWU-T-1

- (a) Define what you mean by "Community identity, related to postmarks".
- (b) Please provide the street, city, state and 5-digit ZIP Code addresses for AmericaSpeaks and the American Postal Workers Union.
- (c) Please provide a xerox copy of:
 - (1) an unused copy of a sheet of letterhead stationery typically used for external correspondence at each address provided in response to subpart (b);
 - (2) an unused copy of the front of a mailing envelope bearing the name, logo, and/or address of each organization.
- (d) For each address identified in response to subpart (b), please identify the postal facility by street address and/or 5-digit ZIP Code at which the organization's outgoing stamped mail is routinely tendered for acceptance. If the stamped mail is not taken to a postal facility for acceptance, please describe the method by which it is tendered to the Postal Service or entered into the mail stream.

Response:

- (a) Retained by Witness Yao.
- (b) Retained by Witness Yao.
- (c) Response pertaining to AmericaSpeaks provided by Witness Yao.
Regarding the APWU, see attached letterhead and envelope. Each has been voided to prevent misuse.
- (d) The Postal Service makes a daily pick-up of mail, but on a regular basis APWU also takes mail to the postal facility at
1400 L ST NW **LBBY**
WASHINGTON DC 20005-9997

VOID VOID

American Postal Workers Union, AFL-CIO

1300 L Street, NW, Washington, DC 20005

National Executive Board
William D. ...
President

Cliff "C.J." Guffey
Executive Vice President

Terry R. Stapleton
Secretary-Treasurer

Greg Bell
Industrial Relations Director

James "Jim" McCarthy
Director, Clerks Division

Steven G. "Steve" Paymer
Director, Maintenance Division

Robert C. "Bob" Richard
Director, MVS Division

National Coordinators

Harlyn M. Stone
Central Region

Jim ...
Eastern Region

Elizabeth "Liz" Powell
Northwest Region

Frankie L. Sanders
Southeastern Region

Orlando ...
Western Region

AMERICAN

VOID

American Postal Workers Union, AFL-CIO

1300 L Street, N.W.
Washington, DC 20005



N2006-1

United States Postal Service

Institutional

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DAID POPKIN**

DBP/USPS-89 Please refer to the USPS Library Reference N2006-1/14 filed on July 3, 2006. Please advise when each of the components of this consolidation was or is expected to be completed.

RESPONSE

It is expected that the movement of mail, personnel and equipment will be completed in February 2007.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DAID POPKIN**

DBP/USPS-91 Please refer to the **USPS** Library Reference N2006-1/14 filed on July 3, 2006. Please advise the status of the potential move of the Northern New Jersey District **offices** to the Newark Post Office building.

RESPONSE

It is something that cannot occur until after the implementation of the AMP consolidation is completed in February 2007

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF DAVID POPKIN**

DBP/USPS-92 Please refer to the response to Interrogatory DBP/USPS-60.

[a] Please advise why the response to this Interrogatory was filed 13 weeks and 6 days later than required by the Commission's Rules of Practice.

[b] Please confirm, or explain if you are unable to confirm, that had the response to this Interrogatory been timely made, there would have been no restriction on the type of Interrogatories that could have been filed.

[c] Please confirm, or explain if you are unable to confirm, that since the response to the Interrogatory was delayed and not made until after the close of discovery, the only type of Interrogatories that can be made are ones that meet the strict requirements for a follow-up Interrogatory.

RESPONSE

(a) The native format file provided in response to the interrogatory to which DBPIUSPS-60 followed up was misplaced. Efforts to relocate it, in order to respond to DBP/USPS-60, were constantly interrupted by other equally important and pressing responsibilities, including the numerous other interrogatories filed in this docket.

(b)-(c) These interrogatories call for interpretations of the Commission's Rules of Practice and Procedure and do not request information relevant to the substantive issues in this docket.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF DAVID POPKIN**

DBP/USPS-93 Please refer to the response to Interrogatory DBP/USPS-60 subpart a. Please advise if the data file that was provided in the listing of the some 1900+ facilities has any of the items that were requested by me redacted. If so, please provide the specific data that I had originally requested with respect to the 1900+ facilities as opposed to referring me to the response to the APWU Interrogatory.

RESPONSE

It does not.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF DAVID POPKIN**

DBP/USPS-94 Please refer to the response to Interrogatory DBP/USPS-60 subparts b and d.

[a] Please discuss and explain exactly what the list represents and the types of facilities that are on the list.

[b] Please define the term "end of run".

[c] Does this listing represent a snapshot of what facilities were in operation on March 21, 2006, or does it also include facilities that terminated activity prior to that date?

[d] Please provide a listing of those facilities that were active on March 21, 2006, or at any other date after March 21, 2006.

[e] Please explain and discuss what the term "if it was ever mapped into the end of run system." means in the response to subpart d.

[f] Please confirm, or explain if you are unable to confirm, that Englewood NJ 07631 should not be listed on a current listing of facilities.

RESPONSE

- (a) It is a list of facilities thought to contain one or more pieces of automated mail sortation equipment.
- (b) "End of run" is a reference to the completion of a particular use of a piece of automated mail sorting equipment to perform a particular sort scheme or operation.
- (c) There is always the possibility that the list is imperfect, but all of the facilities listed are presumed to have been active on March 21, 2006.
- (d) You have been provided with the former.
- (e) A facility is mapped into the EOR system when it has a piece of automated mail processing equipment that produces EOR reports.
- (f) If a facility is currently operating or presumed to be, it stands to reason that it should be listed on a current listing of facilities.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF DAVID POPKIN**

DBP/USPS-95 Please refer to the response to Interrogatory DBPIUSPS-91. Your response is not clear as to whether the potential move of the Northern New Jersey District offices to the Newark Post Office Building is still under active consideration once the AMP consolidation is completed in February 2007.

RESPONSE

Nothing in that response should be interpreted as an indication of a change in the status of the potential move identified in USPS Library Reference N2006-1/14.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DAVID POPKIN**

DBP/USPS-96 Please refer to the response to Interrogatory DBP/USPS-93. Please provide the specific data that was originally requested and provided in response to Interrogatory DBP/USPS-14 for the listing of the 1900+ facilities that was provided to correct that listing. The following is the data that was originally requested:

DBP/USPS-14

Please provide a listing of all mail processing facilities including the following information as a minimum: [1] Type of facility [2] Name of the facility [3] City and state in which it is located [4] ZIP Code range of the mail that is processed at the facility.

The only data that was provided on the listing of 1900+ facilities was the site and the ZIP Code. The type of facility, City and State in which the facility is located, and the ZIP Code range of the mail that is processed at that facility were not provided.

RESPONSE

You have been provided with a name or designation for each of the mail processing facilities. The Postal Service does not have a centralized list of the ZIP Code ranges attached to each facility. For city and state designations, see the attached.

SITE NAME	ZIP CODE ID	City	State	Type
AURORA OH	44202-9998	AURORA	OH	Post Office
BRUNSWICK OH	44212-9998	BRUNSWICK	OH	Post Office
HUDSON OH	44236-9998	HUDSON	OH	Post Office
KENT OH	44240-9998	BRADY LAKE	OH	Post Office
RAVENNA OH	44266-9998	RAVENNA	OH	Post Office
FIVE POINTS-2,3,4,7,8,11	44302-9998	AKRON	OH	Mail Processing
SOUTH ARLINGTON	44306-9998	AKRON	OH	Mail Processing
AKRON P & DC	44309-9998	AKRON	OH	Mail Processing
KENMORE	44314-9998	AKRON	OH	Mail Processing
FIRESTONE STATION 01 & 19	44319-9998	AKRON	OH	Mail Processing
STEUBENVILLE OH CSF	43952-9998	STEUBENVILLE	OH	Mail Processing
CORTLAND	44410-9998	CORTLAND	OH	Post Office
SALEM	44460-9998	SALEM	OH	Post Office
WARREN ANNEX	44484-9998	WARREN	OH	Post Office
Youngstown P&DC	44501-9998	YOUNGSTOWN	OH	Mail Processing
TIFFIN OH	44883-9998	TIFFIN	OH	Post Office
FOSTORIA	44830-9998	FOSTORIA	OH	Post Office
Mansfield OH P&DC	44901-9997	MANSFIELD	OH	Post Office
DOVER	44622-0000	DOVER	OH	Post Office
LOUISVILLE	44641-0000	LOUISVILLE	OH	Post Office
MASSILLON OHIO	44646-0000	MASSILLON	OH	Post Office
UNIONTOWN OHIO	44685-0000	UNIONTOWN	OH	Post Office
WOOSTER OHIO	44691-0000	WOOSTER	OH	Post Office
NEWMKT	44702-0000	CANTON	OH	Mail Processing
DUEBER STATION	44706-0000	CANTON	OH	Mail Processing
CANTON OHIO P & DC	44711-0000	CANTON	OH	Mail Processing
FREMONT OH	43420-9998	FREMONT	OH	Post Office
PERRYSBURG OH PO	43551-9998	PERRYSBURG	OH	Post Office
TOLEDO P & DC	43601-9997	TOLEDO	OH	Mail Processing
MANHATTAN STA	43608-9998	TOLEDO	OH	Post Office
REYNOLDS CORNERS STA	43615-9998	TOLEDO	OH	Post Office
OREGON STA	43616-9998	TOLEDO	OH	Post Office
FRANKLIN PARK STA	43623-9998	TOLEDO	OH	Post Office
Maumee OH PO	43537-9998	MAUMEE	OH	Post Office
Annex MPC Plattsburgh	12901-9993	PLATTSBURGH	NY	Post Office
Amsterdam	12010-9998	AMSTERDAM	NY	Post Office
Burnt Hills	12027-9998	BURNT HILLS	NY	Post Office
Delmar	12054-9998	DELMAR	NY	Post Office
Clifton Park	12065-9998	CLIFTON PARK	NY	Post Office
Gloversville	12078-9998	GLOVERSVILLE	NY	Post Office
Waterford	12188-9998	WATERFORD	NY	Post Office
Watervliet	12189-9998	WATERVLIT	NY	Post Office
albany gmf	12288-9997	ALBANY	GA	Mail Processing
Saratoga Springs	12866-9998	SARATOGA SPRINGS	NY	Post Office
GLENS FALLS	12801-9998	GLENS FALLS	NY	Post Office
WATERTOWN NY 13601	13601-9998	FORT DRUM	NY	Post Office
UTICA NY P&DF	13504-9997	UTICA	NY	Mail Processing
CAMILLUS PO	13031-9998	CAMILLUS	NY	Post Office
OSWEGO PO	13126-9998	OSWEGO	NY	Post Office
SOLVAY BRANCH	13209-9998	SYRACUSE	NY	Post Office
SYRACUSE P&DC	13220-9997	SYRACUSE	NY	Mail Processing
CLAY/CICERO PO	13039-9998	CLAY	NY	Post Office
JOHNSON CITY	13790-9998	JOHNSON CITY	NY	Post Office
ONEONTA	13820-9998	ONEONTA	NY	Post Office
VESTAL	13850-9998	VESTAL	NY	Post Office
BINGHAMTON P&DF	13902-9997	BINGHAMTON	NY	Mail Processing
ALBUQUERQUE P&DC	87101-9997	ALBUQUERQUE	NM	Mail Processing
FIVEPTS	87105-9998	ALBUQUERQUE	NM	Post Office

HIGHLAND	87108-9998	ALBUQUERQUE	NM	Post Office
ACADEMY	87109-9998	ALBUQUERQUE	NM	Post Office
UPTOWN	87110-9998	ALBUQUERQUE	NM	Post Office
SCHIFF	87111-9998	ALBUQUERQUE	NM	Post Office
PINOSTA	87120-9998	ALBUQUERQUE	NM	Post Office
RIORANCHO	87124-9998	ALBUQUERQUE	NM	Post Office
GALLUP	87301-9998	GALLUP	NM	Post Office
FARMINGTON	87401-9998	FARMINGTON	NM	Post Office
SANTAFE	87501-9998	SANTA FE	NM	Post Office
LOSALAMOS	87544-9998	LOS ALAMOS	NM	Post Office
LASVEGAS	87701-9998	LAS VEGAS	NM	Mail Processing
LASCRUCES	88001-9998	LAS CRUCES	NM	Post Office
CLOVIS	88101-9998	GRADY	NM	Post Office
ROSWELL	88201-9998	ROSWELL	NM	Post Office
ALAMOGORDO	88310-9998	ALAMOGORDO	NM	Mail Processing
TUCUMCARI	88401-9998	TUCUMCARI	NM	Post Office
SOCORRO	87801-9998	SOCORRO	NM	Post Office
RANCHOS	87557-9998	RANCHOS DE TAOS	NM	Post Office
RUIDOSO	88345-9998	RUIDOSO	NM	Post Office
Georgetown Post Office	78626-9998	GEORGETOWN	TX	Post Office
AUSTIN P&DC	78710-9997	AUSTIN	TX	Mail Processing
OAK HILL STATION	78749-9998	AUSTIN	TX	Network Facilities
Lake Travis Branch	78734-9998	AUSTIN	TX	Network Facilities
Round Rock Frontier	78664-9998	ROUND ROCK	TX	Post Office
TEMPLE	76501-9998	TEMPLE	TX	Post Office
BELTON	76513-9998	BELTON	TX	Post Office
COPPERAS COVE	76522-9998	COPPERAS COVE	TX	Post Office
COPPER MTN ST	76542-9998	KILLEEN	TX	Post Office
FORT HOOD BRANCH	76544-9998	KILLEEN	TX	Post Office
WACO	76702-9997	WACO	TX	Mail Processing
Austin Annex	78710-9700	AUSTIN	TX	Mail Processing
Atlanta Airmail Facility	30320-9741	ATLANTA	GA	Mail Processing
GRIFFIN STATION	30223-9998	GRIFFIN	GA	Post Office
JONESBORO STATION	30236-9998	JONESBORO	GA	Post Office
NEWNAN STATION	30263-9998	NEWNAN	GA	Post Office
STOCKBRIDGE STATION	30281-9998	STOCKBRIDGE	GA	Post Office
ATLANTA P&D CENTER	30304-9998	ATLANTA	GA	Mail Processing
LAGRANGE STATION	30240-9998	LAGRANGE	GA	Post Office
FORESTPK STATION	30297-9998	FOREST PARK	GA	Post Office
MCDONO STATION	30253-9998	MCDONOUGH	GA	Post Office
FAYANNEX	30215-9998	FAYETTEVILLE	GA	Post Office
SHARPSBURG STATION	30277-9998	SHARPSBURG	GA	Post Office
GALESBURG IL	61401-9998	GALESBURG	IL	Post Office
PEORIA IL	61601-9997	PEORIA	IL	Mail Processing
BERWYN	60402-9998	BERWYN	IL	Post Office
CALUMET CITY	60409-9998	CALUMET CITY	IL	Post Office
DOLTON	60419-9998	DOLTON	IL	Post Office
FRANKFORT	60423-9998	FRANKFORT	KY	Post Office
TRI-CITY	60425-9998	GLENWOOD	IL	Post Office
HARVEY	60426-9998	HARVEY	IL	Post Office
LANSING	60438-9998	LANSING	IL	Post Office
BOLINGBROOK	60440-9998	BOLINGBROOK	IL	Post Office
MATTESON	60443-9998	MATTESON	IL	Post Office
ROMEOVILLE	60446-9998	ROMEOVILLE	IL	Support Facilities
NEW LENOX	60451-9998	NEW LENOX	IL	Post Office
OAK FOREST	60452-9998	OAK FOREST	IL	Post Office
OAKLAWN	60455-9998	BRIDGEVIEW	IL	Post Office
PARK FOREST	60466-9998	PARK FOREST	IL	Post Office
SOUTH SUBURBAN P&DC	60499-9997	BEDFORD PARK	IL	Mail Processing

TINLEY PARK	60477-9998	COUNTRY CLUB HILLS	IL	Post Office
ORLAND PARK	60462-9998	ORLAND PARK	IL	Post Office
JOLIET	60436-9998	JOLIET	IL	Post Office
LOCKPORT	60441-9998	ROMEDEVILLE	IL	Support Facilities
Aurora IL	60507-9998	AURORA	IL	Post Office
FOX VALLEY P&DC	60599-9999	AURORA	IL	Mail Processing
Batavia IL	60510-9998	BATAVIA	IL	Post Office
Downers Grove IL	60515-9998	DOWNERS GROVE	IL	Post Office
Woodridge IL	60517-9998	DOWNERS GROVE	IL	Post Office
La Grange IL	60525-9998	LA GRANGE	IL	Post Office
Lisle IL	60532-9998	LISLE	IL	Post Office
Warrenville IL	60555-9998	WARRENVILLE	IL	Post Office
BEAR CARRIER ANNEX	19701-9998	BEAR	DE	Post Office
NEW CASTLE	19720-9998	NEW CASTLE	DE	Post Office
Delaware P&DC	19850-9997	WILMINGTON	DE	Mail Processing
ATCO CDC	08004-0000	ATCO	NJ	Post Office
****SOUTH JERSEY P&DC****	08031-9998	BELLMAWR	NJ	Mail Processing
HAMMONTON CDC	08037-0000	HAMMONTON	NJ	Post Office
*****MOUNT HOLLY DDC*****	08060-0000	WESTAMPTON	NJ	Post Office
PENNSVILLE CDC	08070-0000	PENNSVILLE	NJ	Post Office
SEWELL CDC	08080-0000	SEWELL	NJ	Post Office
STRATFORD CDC	08084-0000	STRATFORD	NJ	Post Office
WILLIAMSTOWN CDC	08094-0000	WILLIAMSTOWN	NJ	Post Office
*****JERSEY SHORE DDC*****	08232-0000	EGG HARBOR TOWNSHIP	NJ	Post Office
RIO GRANDE CDC	08242-0000	RIO GRANDE	NJ	Post Office
ELMER CDC	08318-0000	ELMER	NJ	Post Office
*****VINELAND DDC*****	08360-0000	VINELAND	NJ	Post Office
*****CAMDEN DDC*****	08101-0000	AUDUBON	NJ	Post Office
GREAT FALLS MT MPC	59401-0000	GREAT FALLS	MT	Administrative Office
Butte PO	59701-9998	BUTTE	MT	Mail Processing
Missoula MT	59801-9998	MISSOULA	MT	Post Office
KALISPELL PO	59901-9998	KALISPELL	MT	Post Office
BILLINGS PLANT	59101-9998	BILLINGS	MT	Administrative Office
LEWISTOWN MT	59457-9998	LEWISTOWN	MT	Post Office
HAVRE PO	59501-9998	HAVRE	MT	Mail Processing
HELENA PO	59601-9998	HELENA	MT	Post Office
WOLF POINT MT	59201-9998	WOLF POINT	MT	Mail Processing
Frederick P&DF	21701-9998	FREDERICK	MD	Mail Processing
EASTERN SHORE P & DF	21601-9997	EASTON	MD	Mail Processing
SALISBURY POST OFFICE	21801-9998	SALISBURY	MD	Post Office
BALTO IMF	21090-2238	LINTHICUM	MD	Mail Processing
CUMBERLAND	21501-9998	CUMBERLAND	MD	Post Office
BALTIMORE, MD P&DC	21233-9998	BALTIMORE	MD	Mail Processing
Daphne, AL	36526-9998	ATMORE	AL	Post Office
Fairhope, AL	36532-9998	FAIRHOPE	AL	Post Office
Mobile P&DC	36601-9997	MOBILE	AL	Mail Processing
HUNTSVILLE P&D	35813-9997	HUNTSVILLE	AL	Mail Processing
TUSCUMBIA	35674-9998	TUSCUMBIA	AL	Post Office
PRATTVILLE AL PO	36067-9998	PRATTVILLE	AL	Post Office
MONTGOMERY AL PDC	36119-9997	MONTGOMERY	AL	Mail Processing
DOTHAN AL PO	36302-9998	DOTHAN	AL	Post Office
ENTERPRISE AL PO	36330-9998	ENTERPRISE	AL	Post Office
OZARK AL PO	36360-9998	OZARK	AL	Post Office
ANDALUSIA AL PO	36420-9998	ANDALUSIA	AL	Post Office
OPELIKA AL PO	36801-9998	OPELIKA	AL	Post Office
AUBURN AL PO	36830-9998	AUBURN	AL	Post Office
SELMA AL PO	36701-9998	SELMA	AL	Post Office
Alex City	35010-9998	ALEXANDER CITY	AL	Post Office
BESSEMER	35020-9998	BESSEMER	AL	Post Office

Birmingham P & D	35203-9979	BIRMINGHAM	AL	Mail Processing
East Lake	35206-9998	BIRMINGHAM	AL	Administrative Office
Irondale	35210-9998	BIRMINGHAM	AL	Administrative Office
West End	35211-9998	BIRMINGHAM	AL	Administrative Office
Woodlawn	35212-9998	BIRMINGHAM	AL	Administrative Office
Forestdale	35214-9998	BIRMINGHAM	AL	Administrative Office
Meadowbrook	35242-9998	BIRMINGHAM	AL	Administrative Office
Jasper	35501-9998	JASPER	AL	Post Office
Gadsden	35901-9998	GADSDEN	AL	Post Office
Albertville	35950-9998	ALBERTVILLE	AL	Post Office
Boaz	35957-9998	BOAZ	AL	Post Office
Ft Payne	35967-9998	FORT PAYNE	AL	Post Office
TUSCALOOSA	35405-9998	TUSCALOOSA	AL	Post Office
PINSON	35128-9998	PINSON	AL	Post Office
HAMILTON	35570-9998	TRENTON	NJ	Post Office
BIRMINGHAM ANNEX	35222-9998	BIRMINGHAM	AL	Mail Processing
ANNISTON	36201-9998	ANNISTON	AL	Mail Processing
Cullman	35055-9998	CULLMAN	AL	Post Office
Gardendale	35071-9998	GARDENDALE	AL	Post Office
Pelham	35124-9998	PELHAM	AL	Post Office
Pell City	35125-9998	PELL CITY	AL	Post Office
Ft McClellan	36205-9998	ANNISTON	AL	Mail Processing
HYDE PARK / MATTAPAN	02136-9998	HYDE PARK	MA	Post Office
IMCS	02150-9998	CHELSEA	MA	Post Office
BRAINTREE DMU\$	02184-9998	BRAINTREE	MA	Post Office
BOSTON P & DC	02205-9998	BOSTON	MA	Mail Processing
NW BOSTON P & DF	02154-0002	WALTHAM	MA	Mail Processing
WATERTOWN	02172-9998	WATERTOWN	WI	Post Office
Elmira PO	14901-9997	ELMIRA	NY	Post Office
ROCHESTER NY P&DC	14692-9997	ROCHESTER	NY	Mail Processing
DEPEW-LANCASTER	14043-9998	LANCASTER	NY	Post Office
EAURORA	14052-9998	EAST AURORA	NY	Post Office
GRANDISLAND STA	14072-9998	GRAND ISLAND	NY	Post Office
EAST SIDE STA	14206-9998	BUFFALO	NY	Post Office
NORTHSIDE STA	14207-9998	BUFFALO	NY	Post Office
BUFFALO NY	14240-9997	BUFFALO	NY	Mail Processing
JAMESTOWN AO	14701-9998	JAMESTOWN	NY	Post Office
HAMBURG POST OFFICE	14075-9998	HAMBURG	NY	Post Office
ROCHESTER L&DC	14606-2393	ROCHESTER	NY	Mail Processing
Chicago Metro Surface Hub	60007-6101	CHICAGO	IL	Mail Processing
AMC OHARE	60666-9998	CHICAGO	IL	Mail Processing
CHICAGO CENTRAL	60607-9997	CHICAGO	IL	Mail Processing
CHICAGO ISC	60688-9997	CHICAGO	IL	Mail Processing
Irving Park Road	60701-9997	CHICAGO	IL	Mail Processing
Chicago BMC	60130-2296	CHICAGO	IL	Mail Processing
KINSTON P&DF	28501-9997	KINSTON	NC	Mail Processing
NEW BERN	28562-9998	NEW BERN	NC	Post Office
BEAUFORT	28516-9998	BEAUFORT	NC	Post Office
MOREHEAD CITY	28557-9998	MOREHEAD CITY	NC	Post Office
Canton	28716-9998	CANTON	NC	Post Office
Franklin	28734-9998	FRANKLIN	MA	Post Office
Manon	28752-9998	MARION	OH	Post Office
Waynesville	28786-9998	WAYNESVILLE	NC	Post Office
West Asheville	28801-9998	ASHEVILLE	NC	Mail Processing
Asheville NC P & DF	28810-9998	ASHEVILLE	NC	Mail Processing
Grace station	28804-9998	ASHEVILLE	NC	Mail Processing
Hendersonville	28739-9998	HENDERSONVILLE	NC	Post Office
Weaверville	28787-9998	WEAVERVILLE	NC	Post Office
FAYETTEVILLE P&DC	28302-9997	FAYETTEVILLE	NC	Mail Processing

DUNN CSBCS	28334-9998	DUNN	NC	Post Office
WHITEVILLE CSBCS	28472-9998	WHITEVILLE	NC	Post Office
ROCKINGHAM CSBCS	28379-9998	ROCKINGHAM	NC	Post Office
MT OLIVE NC	28365-9998	MOUNT OLIVE	NC	Post Office
STATION 1 CSBCS	28403-9998	WILMINGTON	NC	Post Office
WILMINGTON CSBCS	28409-9998	WILMINGTON	NC	Post Office
CLINTON NC	28328-9998	CLINTON	NC	Post Office
GASTONIA MAIN	28052-9800	GASTONIA	NC	Post Office
GASTONIA-NEW HOPE STA	28054-9998	GASTONIA	NC	Post Office
KINGS MOUNTAIN	28086-9998	KINGS MOUNTAIN	NC	Post Office
LINCOLNTON	28092-9998	LINCOLNTON	NC	Post Office
MONROE	28110-9998	MONROE	NC	Post Office
SALISBURY	28144-9998	SALISBURY	NC	Post Office
SHELBY	28150-9998	SHELBY	NC	Post Office
DALLAS	28034-9998	DALLAS	GA	Post Office
CLOVER	29710-9998	CLOVER	SC	Post Office
Charlotte P&DC	28228-9880	CHARLOTTE	NC	Mail Processing
FT. MILL	29715-9998	FORT MILL	SC	Post Office
ROCK HILL	29730-9998	ROCK HILL	SC	Post Office
BELMONT	28012-9998	BELMONT	NC	Post Office
CHESTER	29706-9998	ASTON	PA	Post Office
YORK	29745-9998	YORK	SC	Post Office
CHINA GROVE	28023-9998	CHINA GROVE	NC	Post Office
HUNTERSVILLE	28078-9998	HUNTERSVILLE	NC	Post Office
EBENEZER/ROCK HILL ANNEX	29732-9998	ROCK HILL	SC	Post Office
HARRISBURG	28075-9998	HARRISBURG	NC	Post Office
FOREST CITY	28043-9998	FOREST CITY	NC	Post Office
RUTHERFORDTON	28139-9998	RUTHERFORDTON	NC	Post Office
CONCORD ANNEX	28027-9998	CONCORD	NC	Post Office
MOORESVILLE	28115-9998	MOORESVILLE	NC	Post Office
MATTHEWS	28105-9998	MATTHEWS	NC	Post Office
ALBEMARLE	28001-9998	ALBEMARLE	NC	Post Office
CONCORD	28025-9998	CONCORD	NC	Post Office
STANLEY	28164-9998	STANLEY	NC	Post Office
Charlotte AMC	28219-9998	CHARLOTTE	NC	Mail Processing
Northpark Annex	28228-0001	CHARLOTTE	NC	Mail Processing
Gateway Annex	28228-0002	CHARLOTTE	NC	Mail Processing
Wadesboro	28170-9998	WADESBORO	NC	Post Office
Burnsville	28714-9998	BURNSVILLE	MN	Post Office
ELIZABETHTOWN CSBCS	28337-9998	ELIZABETHTOWN	NC	Post Office
SWANSBORO NC	28584-9998	SWANSBORO	NC	Post Office
HAVELOCK	28532-9998	HAVELOCK	NC	Post Office
Murphy	28906-9998	MURPHY	NC	Post Office
HOPE MILLS CSBCS	28348-9998	HOPE MILLS	NC	Post Office
HAMPSTEAD CSBCS	28443-9998	HAMPSTEAD	NC	Post Office
SNEADS FERRY CSBCS 28460	28460-9998	SNEADS FERRY	NC	Post Office
Leland CSBCS	28451-9998	SNEADS FERRY	NC	Post Office
Candler	28715-9998	CANDLER	NC	Post Office
Lancaster	29720-9998	LANCASTER	OH	Post Office
Independence Station	28205-9998	CHARLOTTE	NC	Post Office
Idlewild Station	28212-9998	CHARLOTTE	NC	Post Office
MT. HOLLY	28120-9998	MOUNT HOLLY	NC	Post Office
CHARLESTON SC P&DF	29423-9701	CHARLESTON	SC	Mail Processing
JOHNS ISLAND	29455-9998	JOHNS ISLAND	SC	Post Office
MONCK'S CORNER	29461-9998	MONCK'S CORNER	SC	Post Office
WALTERBORO SC	29488-9998	WALTERBORO	SC	Post Office
Lewisburg, WV 24901-9998	24901-9998	FAIRLEA	WV	Post Office
Beckley, WV 25801-9998	25801-9998	BECKLEY	WV	Mail Processing
BLUEFIELD WV	24701-9998	BLUEFIELD	WV	Mail Processing

BARBOURSVILLE WV	25504-9998	BARBOURSVILLE	WV	Post Office
HUNTINGTON P&DF	25704-9997	HUNTINGTON	WV	Mail Processing
BRISTOL TN/VA	24201-9998	BRISTOL	VA	Mail Processing
ABINGDON VA	24210-9998	ABINGDON	VA	Mail Processing
MARTINSBURG	25401-9998	MARTINSBURG	WV	Post Office
PARKERSBURG	26101-9998	PARKERSBURG	WV	Post Office
CLARKSBURG P&DF	26301-9997	CLARKSBURG	WV	Mail Processing
FAIRMONT	26554-9998	FAIRMONT	WV	Post Office
MORGANTOWN	26508-9998	MORGANTOWN	WV	Post Office
PETERSBURG	26847-9998	PETERSBURG	VA	Post Office
GASSAWAY	26624-9998	GASSAWAY	WV	Mail Processing
SAINT ALBANS	25177-9998	SAINT ALBANS	WV	Post Office
CHARLESTON WV P & DC	25350-9701	CHARLESTON	WV	Mail Processing
LYNCHBURG VA P & DF	24506-9997	LYNCHBURG	VA	Mail Processing
DANVILLE VA AO	24541-9998	DANVILLE	VA	Post Office
BLACKSBURG	24060-9998	BLACKSBURG	VA	Post Office
CHRISTIANSBURG	24073-9998	CHRISTIANSBURG	VA	Post Office
RADFORD	24141-9998	FAIRLAWN	VA	Post Office
MARTINSVILLE	24112-9998	MARTINSVILLE	VA	Post Office
WYTHEVILLE	24382-9998	WYTHEVILLE	VA	Post Office
MONETA	24121-9998	MONETA	VA	Post Office
ROCKY MOUNT	24151-9998	ROCKY MOUNT	VA	Post Office
MARION	24354-9998	MARION	OH	Post Office
ROANOKE	24022-9997	ROANOKE	VA	Mail Processing
VINTON	24179-9998	VINTON	VA	Post Office
CARRIER ANNEX	24011-9998	ROANOKE	VA	Mail Processing
HOLLINS	24019-9998	ROANOKE	VA	Mail Processing
MCKINLEY STATION	43212-9998	COLUMBUS	OH	Post Office
MT VERNON	43050-9998	MOUNT VERNON	OH	Post Office
NEWARK	43055-9998	NEWARK	OH	Post Office
POWELL	43065-9998	POWELL	OH	Post Office
REYNOLDSBURG	43068-9998	REYNOLDSBURG	OH	Post Office
WESTERVILLE OH	43081-9998	WESTERVILLE	OH	Post Office
LANCASTER	43130-9998	LANCASTER	OH	Post Office
WASHINGTON C. H.	43160-9998	WASHINGTON COURT HOUSE	OH	Post Office
COLUMBUS P & DC	43218-9997	COLUMBUS	OH	Mail Processing
COLUMBUS P & DC (OLD)	43216-9997	COLUMBUS	OH	Mail Processing
UPPER ARLINGTON	43221-9998	COLUMBUS	OH	Post Office
WESTLAND	43228-9998	COLUMBUS	OH	Post Office
EASTLAND	43232-9998	COLUMBUS	OH	Post Office
AIRPORT MAIL FACILITY	43236-9997	COLUMBUS	OH	Mail Processing
BELLEFONTAINE	43311-9998	BELLEFONTAINE	OH	Post Office
CHILLICOTHE	45601-9998	CHILLICOTHE	MO	Mail Processing
IRONTON	45638-9998	IRONTON	OH	Post Office
PORTSMOUTH	45662-9998	PORTSMOUTH	RI	Post Office
ATHENS	45701-9998	STEWART	OH	Post Office
CANAL WINCHESTER	43110-9998	CANAL WINCHESTER	OH	Post Office
CIRCLEVILLE	43113-9998	CIRCLEVILLE	OH	Post Office
Retired:430169998	43016-9998	COLUMBUS	OH	Post Office
Retired:432249998	43224-9998	COLUMBUS	OH	Post Office
MARION	43302-9998	MARION	OH	Post Office
ZANESVILLE	43701-9997	GRATIOT	OH	Post Office
COSHOCTON	43812-9998	COSHOCTON	OH	Post Office
CAMBRIDGE	43725-9998	CAMBRIDGE	OH	Post Office
BARNESVILLE	43713-9998	BARNESVILLE	OH	Post Office
PATASKALA	43062-9998	PATASKALA	OH	Post Office
EUCLID	44117-0000	BAY VILLAGE	OH	Post Office
ASHTABULA	44004-0000	ASHTABULA	OH	Post Office
AVON LAKE	44012-0000	AVON LAKE	OH	Post Office

BEREA	44017-0000	BEREA	OH	Post Office
CHAGRIN FALLS	44022-0000	CHAGRIN FALLS	OH	Post Office
BAINBRIDGE	44023-0000	CHAGRIN FALLS	OH	Post Office
COLUMBIA STATION	44028-0000	COLUMBIA STATION	OH	Post Office
CONNEAUT	44030-0000	CONNEAUT	OH	Post Office
GENEVA	44041-0000	GENEVA	OH	Post Office
MACEDONIA	44056-0000	MACEDONIA	OH	Post Office
MADISON	44057-0000	MADISON	TN	Post Office
NORTHFIELD	44067-0000	MACEDONIA	OH	Post Office
AMHERST	44001-0000	AMHERST	MA	Post Office
OBERLIN	44074-0000	OBERLIN	OH	Post Office
PAINESVILLE	44077-0000	FAIRPORT HARBOR	OH	Post Office
TWINSBURG	44087-0000	TWINSBURG	OH	Post Office
WELLINGTON	44090-0000	WELLINGTON	OH	Post Office
WICKLIFFE	44092-0000	WICKLIFFE	OH	Post Office
WILLOUGHBY	44094-0000	WILLOUGHBY	OH	Post Office
CLEVELAND P&DC	44101-0000	CLEVELAND	OH	Mail Processing
STATION A	44102-0000	BAY VILLAGE	OH	Post Office
VERMILION	44089-0000	VERMILION	OH	Post Office
BRATENAHL	44108-0000	BAY VILLAGE	OH	Post Office
PEARLBROOK	44109-0000	BAY VILLAGE	OH	Post Office
COLLINWOOD	44110-0000	BAY VILLAGE	OH	Post Office
ROCKY RIVER	44116-0000	BAY VILLAGE	OH	Post Office
NORTH ROYALTON	44133-0000	BAY VILLAGE	OH	Post Office
RICHMOND HTS	44143-0000	BAY VILLAGE	OH	Post Office
CLEVELAND AMC	44181-0000	CLEVELAND	OH	Mail Processing
PURITAS PARK	44135-0000	BAY VILLAGE	OH	Post Office
NEWBURG	44105-0000	BAY VILLAGE	OH	Post Office
SOUTH LORAIN	44055-0000	LORAIN	OH	Post Office
WILLOWICK	44095-0000	WILLOUGHBY	OH	Post Office
NOVELTY	44072-0000	NOVELTY	OH	Post Office
LORAIN	44052-0000	LORAIN	OH	Post Office
SHEFFIELD LAKE	44054-0000	LORAIN	OH	Post Office
SHEFFIELD TWP	44053-0000	LORAIN	OH	Post Office
STATION B	44103-0000	BAY VILLAGE	OH	Post Office
STRONGSVILLE	44136-0000	BAY VILLAGE	OH	Post Office
BROADVIEW HTS	44147-0000	BAY VILLAGE	OH	Post Office
ELYRIA	44035-0000	ELYRIA	OH	Post Office
BRECKSVILLE	44141-0000	BAY VILLAGE	OH	Post Office
LAGRANGE	44050-0000	LAGRANGE	OH	Post Office
NORTH RIDGEVILLE	44039-0000	ELYRIA	OH	Post Office
GARFIELD HTS	44125-0000	BAY VILLAGE	OH	Post Office
MIDPARK	44130-0000	BAY VILLAGE	OH	Post Office
INDEPENDENCE	44131-0000	BAY VILLAGE	OH	Post Office
AVON	44011-0000	AVON	OH	Post Office
CHARDON	44024-0000	CHARDON	OH	Post Office
CHESTERLAND	44026-0000	CHESTERLAND	OH	Post Office
GRAFTON	44044-0000	GRAFTON	OH	Post Office
MENTOR	44060-0000	MENTOR	OH	Post Office
STATION C	44104-0000	BAY VILLAGE	OH	Post Office
UNIVERSITY CIRCLE	44106-0000	BAY VILLAGE	OH	Post Office
LAKEWOOD	44107-0000	LAKEWOOD	NJ	Post Office
WESTPARK	44111-0000	BAY VILLAGE	OH	Post Office
EAST CLEVELAND	44112-0000	BAY VILLAGE	OH	Post Office
WEST SECTION	44113-0000	BAY VILLAGE	OH	Post Office
NORTH SECTOPM	44114-0000	BAY VILLAGE	OH	Post Office
SOUTH SECTION	44115-0000	BAY VILLAGE	OH	Post Office
CLEVELAND HTS	44118-0000	BAY VILLAGE	OH	Post Office
BEACHLAND	44119-0000	BAY VILLAGE	OH	Post Office

SHAKER HTS	44120-0000	BAY VILLAGE	OH	Post Office
SOUTH EUCLID	44121-0000	BAY VILLAGE	OH	Post Office
BEACHWOOD	44122-0000	BAY VILLAGE	OH	Post Office
NOBLE SHORE	44123-0000	BAY VILLAGE	OH	Post Office
LYND/MAY	44124-0000	BAY VILLAGE	OH	Post Office
FAIRVIEW	44126-0000	BAY VILLAGE	OH	Post Office
NEWBURG	44127-0000	BAY VILLAGE	OH	Post Office
CRANWOOD	44128-0000	BAY VILLAGE	OH	Post Office
PARMA	44129-6000	BAY VILLAGE	OH	Post Office
NOBLE SHORE	44132-0000	BAY VILLAGE	OH	Post Office
BRIGGS	44134-0000	BAY VILLAGE	OH	Post Office
MAPLE HTS	44137-0000	BAY VILLAGE	OH	Post Office
OLMSTED FALLS	44138-0000	BAY VILLAGE	OH	Post Office
OLON	44139-0000	BAY VILLAGE	OH	Post Office
BAY VILLAGE	44140-0000	BAY VILLAGE	OH	Post Office
BROOKPARK	44142-0000	BAY VILLAGE	OH	Post Office
BROOKLYN	44144-0000	BAY VILLAGE	OH	Post Office
WESTLAKE	44145-0000	BAY VILLAGE	OH	Post Office
BEDFORD	44146-0000	BAY VILLAGE	OH	Post Office
LIMA OH PDF	45802-9997	LIMA	OH	Mail Processing
VAN WERT OH PO	45891-9998	VAN WERT	OH	Post Office
Florence, KY	41042-9997	FLORENCE	KY	Post Office
Franklin, OH	45005-9997	FRANKLIN	OH	Post Office
Fairfield, OH	45014-9997	FAIRFIELD	OH	Post Office
Harrison, OH	45030-9997	HARRISON	OH	Post Office
Maineville, OH	45039-9997	MAINEVILLE	OH	Post Office
Middletown, OH	45042-9997	MIDDLETOWN	OH	Post Office
Oxford, OH	45056-9997	OXFORD	OH	Post Office
Springboro, OH	45066-9997	SPRINGBORO	OH	Post Office
Lebanon, OH	45036-9997	LEBANON	OH	Post Office
Batavia, OH	45103-9997	BATAVIA	OH	Post Office
Hillsboro, OH	45133-9997	HILLSBORO	OH	Post Office
Loveland, OH	45140-9997	CAMP DENNISON	OH	Post Office
Independence KY	41051-9997	INDEPENDENCE	KY	Post Office
Union KY	41091-9997	UNION	KY	Post Office
Alexandria, KY	41001-9997	ALEXANDRIA	KY	Post Office
Cincinnati P & DC	45234-9997	CINCINNATI	OH	Mail Processing
Cincinnati P & DC - FSM	45234-9998	CINCINNATI	OH	Mail Processing
Cincinnati P & DC - OCR	45234-9999	CINCINNATI	OH	Mail Processing
Milford, OH	45150-9997	MILFORD	OH	Post Office
Symmes OH	45249-9997	CINCINNATI	OH	Post Office
Lawrenceburg, IN	47025-9997	LAWRENCEBURG	IN	Post Office
FAIRBORN PO	45324-0000	FAIRBORN	OH	Post Office
GREENVILLE PO	45331-0000	GREENVILLE	OH	Post Office
PIQUA PO	45356-0000	PIQUA	OH	Post Office
TIPP CITY PO	45371-0000	TIPP CITY	OH	Post Office
DAYTON P&DC	45401-9997	DAYTON	OH	Mail Processing
NORTHBRIDGE	45414-0000	DAYTON	OH	Post Office
TROTWOOD	45426-0000	DAYTON	OH	Post Office
WASHINGTON TOWNSHIP	45459-0000	DAYTON	OH	Post Office
DAYTON ANNEX	45401-9998	DAYTON	OH	Mail Processing
Cincinnati BMC	45235-9998	CINCINNATI	OH	Mail Processing
FRISCO	75034-9998	FRISCO	TX	Post Office
DENISON POST OFFICE	75020-9998	DENISON	TX	Post Office
GREENVILLE POST OFFICE	75401-9998	GREENVILLE	TX	Mail Processing
ROWLETT	75088-9998	ROWLETT	TX	Post Office
ROCKWALL PO	75087-9998	ROCKWALL	TX	Post Office
PARIS	75460-9998	PARIS	KY	Post Office
SHERMAN POST OFFICE	75090-9998	SHERMAN	TX	Post Office

WYLIE POST OFFICE	75098-9998	WYLIE	TX	Post Office
NORTH TEXAS P&DC	75099-9997	COPPELL	TX	Mail Processing
AMC	75261-9741	DALLAS	TX	Mail Processing
DALLAS ISC	76155-3202	DALLAS	TX	Mail Processing
Dallas BMC	75398-9998	DALLAS	TX	Mail Processing
Calvert DDC	20782-9998	HYATTSVILLE	MD	Network Facilities
Southern MD P & DC	20790-9998	CAPITOL HEIGHTS	MD	Mail Processing
V street P&DC	20018-1555	WASHINGTON	DC	Mail Processing
Waldorf P & DF	20602-9998	WALDORF	MD	Post Office
SUBURBAN MD P&DC	20898-9997	GAITHERSBURG	MD	Mail Processing
Curseen/Morris P&DC	20066-9997	WASHINGTON	DC	Mail Processing
Government Mails	20018-9998	WASHINGTON	DC	Post Office
Washington DC BMC	20799-9998	CAPITOL HEIGHTS	MD	Mail Processing
Bloomington	60108-9998	BLOOMINGDALE	IL	Post Office
Carpentersville	60110-9998	CARPENTERSVILLE	IL	Post Office
Glendale Heights	60139-9998	GLEN ELLYN	IL	Post Office
Melrose Park	60160-9998	MELROSE PARK	IL	Post Office
Roselle	60172-9998	HOFFMAN ESTATES	IL	Post Office
Villa Park	60181-9998	VILLA PARK	IL	Post Office
Carol Stream P & DC	60199-9997	CAROL STREAM	IL	Mail Processing
Oak Park	60301-9998	RIVER FOREST	IL	Post Office
SOSTATION	60304-9998	RIVER FOREST	IL	Post Office
ROCKFORD IL P&DC	61125-9997	ROCKFORD	IL	Mail Processing
Industry P&DC	91715-9998	CITY OF INDUSTRY	CA	Mail Processing
LUFKIN, TX	75904-9998	LUFKIN	TX	Post Office
LONGVIEW MPO	75602-9998	LONGVIEW	TX	Post Office
NORTHWEST CSBCS	75605-9998	LONGVIEW	TX	Post Office
MARSHALL CSBCS	75670-9998	MARSHALL	TX	Post Office
EAST TX P&DC	75708-9901	TYLER	TX	Mail Processing
PALESTINE CSBCS	75803-9998	PALESTINE	TX	Mail Processing
TEXARKANA	75501-9998	TEXARKANA	TX	Post Office
CEDARHILLS	75104-9998	CEDAR HILL	TX	Post Office
DESOTOS	75115-9998	DESOTO	TX	Post Office
DUNCANVILLE	75138-9998	DUNCANVILLE	TX	Post Office
BROOKHOLLOWS	75212-9998	DALLAS	TX	Post Office
DALLAS PDC	75260-9997	DALLAS	TX	Mail Processing
CARROLLTON	30116-9998	CARROLLTON	GA	Post Office
CONYERS	30013-9998	CONYERS	GA	Post Office
NORTH METRO P&DC	30026-9997	DULUTH	GA	Mail Processing
DECATUR	30030-9998	DECATUR	GA	Post Office
ROME	30161-9998	ROME	GA	Post Office
CANTON	30114-9998	CANTON	NC	Post Office
CARTERSVILLE	30120-9998	CARTERSVILLE	GA	Post Office
DOUGLASVILLE	30134-9998	DOUGLASVILLE	GA	Post Office
COVINGTON	30014-9998	COVINGTON	GA	Post Office
MARIETTA	30060-9998	MARIETTA	GA	Post Office
POWDER SPRINGS	30127-9998	POWDER SPRINGS	GA	Post Office
MABLETON	30126-9998	MABLETON	GA	Post Office
AUSTELL	30106-9998	AUSTELL	GA	Post Office
ACWORTH	30101-9998	ACWORTH	GA	Post Office
JASPER	30143-9998	JASPER	AL	Post Office
DALLAS	30132-9998	DALLAS	GA	Post Office
CLEVELAND GA	30528-9998	CLEVELAND	GA	Post Office
CORNELIA GA	30531-9998	CORNELIA	GA	Post Office
ATHENS GA	30601-9997	ATHENS	GA	Post Office
FLBRANCH	30542-9998	FLOWERY BRANCH	GA	Post Office
BLAIRSVILLE	30512-9998	BLAIRSVILLE	GA	Post Office
DAHLONEGA	30533-9998	DAHLONEGA	GA	Post Office
Atlanta BMC	30369-9751	ATLANTA	GA	Mail Processing

GAINESVILLE	30501-9998	GAINESVILLE	TX	Post Office
BUFORD	30518-9998	BUFORD	GA	Post Office
Castle Rock	80104-9998	CASTLE ROCK	CO	Post Office
Highlands Ranch Littleton	80126-9998	LITTLETON	CO	Post Office
Denver P&DC	80266-9997	DENVER	CO	Mail Processing
Boulder Valmont Annex	80301-9998	BOULDER	CO	Post Office
Winter Park	80482-9998	WINTER PARK	CO	Post Office
Ft. Collins Aspen Annex	80521-9998	FORT COLLINS	CO	Post Office
Fort Morgan	80701-9998	FORT MORGAN	CO	Post Office
Glenwood Springs	81601-9998	GLENWOOD SPRINGS	CO	Mail Processing
Dillon	80435-9998	SILVERTHORNE	CO	Post Office
Lafayette	80026-9998	LAFAYETTE	CO	Post Office
Golden	80401-9998	GOLDEN	CO	Post Office
Longmont	80501-9998	LONGMONT	CO	Post Office
Sterling	80751-9998	STERLING	CO	Post Office
CHEYENNE P&DC	82009-9997	CHEYENNE	WY	Mail Processing
WORLAND WY 82401	82401-9998	KIRBY	WY	Post Office
RIVERTON	82501-9998	RIVERTON	WY	Mail Processing
Wheatland WY 82201	82201-9998	WHEATLAND	WY	Mail Processing
RAWLINS WY 82301	82301-9998	RAWLINS	WY	Mail Processing
GILLETTE WY 82716	82716-9998	GILLETTE	WY	Mail Processing
CASPER WY PO	82609-9998	CASPER	WY	Mail Processing
ROCK SPRINGS WY	82901-9998	ROCK SPRINGS	WY	Post Office
Grand Junction CO MPU	81505-9998	GRAND JUNCTION	CO	Post Office
Colorado Springs P&DC	80910-9997	COLORADO SPRINGS	CO	Mail Processing
PUEBLO	81003-9998	COLORADO CITY	CO	Post Office
ALAMOSA	81101-9998	ALAMOSA	CO	Mail Processing
SALIDA	81201-9998	HILLSIDE	CO	Post Office
CANON CITY	81212-9998	CANON CITY	CO	Post Office
DURANGO	81301-9998	DURANGO	CO	Post Office
MASON CITY	50401-0000	MASON CITY	IA	Post Office
WATERLOO PLANT	50701-9997	WATERLOO	IA	Post Office
CLINTON P O	52732-0000	CLINTON	IA	Post Office
DAVENPORT P O	52802-0000	DAVENPORT	IA	Post Office
QUAD CITIES P & D F	61264-9997	MILAN	IL	Mail Processing
Dubuque IA Main	52001-9998	DUBUQUE	IA	Mail Processing
Dubuque West Annex	52002-9996	DUBUQUE	IA	Mail Processing
Iowa City IA	52240-9998	CORALVILLE	IA	Post Office
Cedar Rapids P & D	52401-9997	CEDAR RAPIDS	IA	Mail Processing
North East Station	52402-9998	CEDAR RAPIDS	IA	Mail Processing
Burlington Ia	52601-9998	BURLINGTON	IA	Mail Processing
Bellevue	52031-9998	BELLEVUE	IA	Post Office
Toledo	52342-9998	TOLEDO	IA	Post Office
Mt Vernon	52314-9998	MOUNT VERNON	OH	Post Office
Belle Plaine	52208-9998	BELLE PLAINE	IA	Post Office
Monticello	52310-9998	MONTICELLO	IA	Post Office
Ames	50010-9998	AMES	IA	Post Office
Ankeny	50021-9998	ANKENY	IA	Post Office
Marshalltown	50158-9998	MARSHALLTOWN	IA	Post Office
Newton	50208-9998	NEWTON	IA	Post Office
University	50311-3198	DES MOINES	IA	Post Office
Creston	50801-9998	CRESTON	IA	Mail Processing
South	50315-4200	DES MOINES	IA	Post Office
Des Moines Plant	50318-9997	DES MOINES	IA	Mail Processing
Fort Dodge	50501-9998	FORT DODGE	IA	Post Office
Ottumwa	52501-9998	OTTUMWA	IA	Post Office
Morgan	50312-9998	DES MOINES	IA	Post Office
SIOUX CITY P&DF	51111-9997	SIOUX CITY	IA	Post Office
CARROLL IA POST OFFICE	51401-9998	CARROLL	IA	Mail Processing

CFS_CRIA	52401-9998	CEDAR RAPIDS	IA	Mail Processing
Dubuque White St	52003-9998	DUBUQUE	IA	Mail Processing
Des Moines BMC	50395-9998	DES MOINES	IA	Mail Processing
BRIGHTON	48116-9998	BRIGHTON	MI	Post Office
DETROIT DPS ANNEX	48170-6062	DETROIT	MI	Mail Processing
DETROIT PMC	48174-9980	DETROIT	MI	Mail Processing
TRENTON	48183-9998	TRENTON	MI	Post Office
YPSILANTI DDC	48197-9998	YPSILANTI	MI	Post Office
DETROIT P&DC	48233-9997	DETROIT	MI	Mail Processing
REDFORD DDC	48239-9998	DETROIT	MI	Mail Processing
AIR MAIL CENTER	48242-9741	PHILADELPHIA	PA	Mail Processing
JACKSON DDC	49201-9998	JACKSON	MI	Mail Processing
Detroit BMC	48101-2775	DETROIT	MI	Mail Processing
ASBURY PARK	07712-9998	ASBURY PARK	NJ	Post Office
ENGLISHTOWN	07726-9998	ENGLISHTOWN	NJ	Post Office
FREEHOLD	07728-9998	FREEHOLD	NJ	Post Office
HOWELL	07731-9998	HOWELL	NJ	Post Office
KEYPORT	07735-9998	KEYPORT	NJ	Post Office
LONG BRANCH	07740-9998	LONG BRANCH	NJ	Post Office
MARLBORO	07746-9998	MARLBORO	NJ	Post Office
MATAWAN	07747-9998	MATAWAN	NJ	Post Office
MONMOUTH P. & D.C.	07799-9998	EATONTOWN	NJ	Mail Processing
LAKEWOOD	08701-9998	LAKEWOOD	NJ	Post Office
LAKEHURST	08733-9998	LAKEHURST	NJ	Post Office
TOMS RIVER	08753-9998	TOMS RIVER	NJ	Post Office
TRENTON	08650-9998	TRENTON	MI	Post Office
EAST BRUNSWICK	08816-9998	EAST BRUNSWICK	NJ	Post Office
KENDALL PARK	08824-9998	KENDALL PARK	NJ	Post Office
MANVILLE	08835-9998	MANVILLE	NJ	Post Office
RARITAN CENTER	08837-9998	EDISON	NJ	Administrative Office
MIDDLESEX	08846-9998	MIDDLESEX	NJ	Post Office
MILLTOWN	08850-9998	MILLTOWN	NJ	Post Office
PISCATAWAY	08854-9998	PISCATAWAY	NJ	Post Office
PHILLIPSBURG	08865-9998	PHILLIPSBURG	NJ	Post Office
SOMERSET	08873-9998	SOMERSET	NJ	Post Office
KILMER PLANT	08901-9998	EDISON	NJ	Mail Processing
HAMILTON	08620-9998	TRENTON	NJ	Post Office
PRINCETON	08540-9998	PRINCETON	NJ	Post Office
HIGHTSTOWN	08520-9998	HIGHTSTOWN	NJ	Post Office
JACKSON	08527-9998	JACKSON	NJ	Post Office
DUBOIS	15801-9998	DU BOIS	PA	Post Office
OIL CITY	16301-9998	OIL CITY	PA	Post Office
MEADVILLE	16335-9998	MEADVILLE	PA	Post Office
TITUSVILLE	16354-9998	TITUSVILLE	PA	Post Office
WARREN	16365-9998	WARREN	PA	Post Office
ERIE	16515-9998	ERIE	PA	Post Office
BRADFORD	16701-9998	BRADFORD	PA	Post Office
SOMERSET PA CUSTOMER SCV	15501-9998	ACOSTA	PA	Post Office
PUNXSUTAWNEY PA CUSTOMER	15767-9998	COOLSPRING	PA	Post Office
JOHNSTOWN P & D FACILITY	15901-9998	JOHNSTOWN	PA	Post Office
JOHNSTOWN PA CUSTOMER SVC	15907-9998	JOHNSTOWN	PA	Post Office
WINDBER PA CUSTOMER SVC	15963-9998	WINDBER	PA	Post Office
ALTOONA	16601-9998	DUNCANSVILLE	PA	Mail Processing
TYRONE	16686-9998	TYRONE	PA	Post Office
STATE COLLEGE	16801-9998	STATE COLLEGE	PA	Post Office
Butler CS Office	16001-9998	BUTLER	PA	Mail Processing
Cranberry CS Office	16066-9998	MARS	PA	Post Office
New Castle P&D Facility	16108-9998	NEW CASTLE	PA	Mail Processing
Grove City	16127-9998	GROVE CITY	PA	Post Office

Sharon CS Office	16146-9998	SHARON	PA	Post Office
AMC - JFK	11430-9998	JAMAICA	NY	Mail Processing
STAPLETON	10304-9997	STATEN ISLAND	NY	Post Office
STATEN ISLAND P & D F	10314-9998	STATEN ISLAND	NY	Mail Processing
ARECIBO	00612-9980	ARECIBO	PR	Post Office
CAGUAS	00725-9998	CAGUAS	PR	Post Office
PONCE	00731-9998	PONCE	PR	Post Office
GMF SAN JUAN P.R.	00936-9998	SAN JUAN	PR	Mail Processing
BROOKLYN P & DC	11256-9700	BROOKLYN	NY	Mail Processing
LONG ISLAND CITY MPO	11101-9998	LONG ISLAND CITY	NY	Post Office
QUEENS P&DC	11351-9700	FLUSHING	NY	Mail Processing
Ceiba	00735-9998	CEIBA	PR	Post Office
PAGE FIELD STATION	33907-9998	NORTH FORT MYERS	FL	Post Office
FORT MYERS P & D C	33913-9997	FORT MYERS	FL	Mail Processing
WF Mail Processing Annex	76302-9995	WICHITA FALLS	TX	Post Office
SAN ANGELOS	76902-9998	SAN ANGELO	TX	Post Office
ABILENE MPC	79601-9997	ABILENE	TX	Mail Processing
Brownfield	79316-9998	BROWNFIELD	TX	Post Office
Lamesa	79331-9998	LAMESA	TX	Post Office
Levelland	79336-9998	LEVELLAND	TX	Post Office
Lubbock Tx - Downtown	79408-9998	LUBBOCK	TX	Mail Processing
Lubbock Tx, P & DF	79402-9997	LUBBOCK	TX	Mail Processing
Monterey	79493-9998	LUBBOCK	TX	Mail Processing
Arlington Oakwood Station	76012-9998	ARLINGTON	TX	Other Customer Service
Arlington Bardin Rd. Sta.	76018-9998	ARLINGTON	TX	Other Customer Service
Azle	76020-9998	AZLE	TX	Post Office
Cleburne	76031-9998	CLEBURNE	TX	Post Office
Mineral Wells	76067-9998	MINERAL WELLS	TX	Post Office
Weatherford	76086-9998	WEATHERFORD	TX	Post Office
Fort Worth P&DC	76161-9997	FORT WORTH	TX	Mail Processing
Denton	76201-9998	DENTON	TX	Post Office
Gainesville	76240-9998	GAINESVILLE	TX	Post Office
Stephenville	76401-9998	STEPHENVILLE	TX	Post Office
Grapevine	76051-9998	GRAPEVINE	TX	Post Office
Southlake	76092-9998	GRAPEVINE	TX	Post Office
BORGER\$	79007-9998	BORGER	TX	Post Office
CANYON\$	79015-9998	CANYON	TX	Post Office
DUMAS\$	79029-9998	DUMAS	TX	Post Office
HEREFORD\$	79045-9998	HEREFORD	TX	Post Office
AMARILLO	79120-9997	AMARILLO	TX	Mail Processing
DALHART\$	79022-9998	DALHART	TX	Post Office
GUYMON\$	73942-9998	GUYMON	OK	Post Office
CHILDRESS\$	79201-9998	CHILDRESS	TX	Mail Processing
Cisco	76437-9998	CISCO	TX	Post Office
CHESTERTON	46304-9998	CHESTERTON	IN	Post Office
EASTCHICAGO	46312-9998	EAST CHICAGO	IN	Post Office
HAMMOND	46320-9998	HAMMOND	IN	Post Office
LAPORTE	46350-9998	LA PORTE	IN	Post Office
MICHCTY	46360-9998	MICHIGAN CITY	IN	Post Office
PORTAGE	46368-9998	PORTAGE	IN	Post Office
SCHERERVILLE	46375-9998	SCHERERVILLE	IN	Post Office
WHITING	46394-9998	WHITING	IN	Post Office
GARY P & DC	46401-9997	GARY	IN	Mail Processing
CROWN POINT	46307-9998	CROWN POINT	IN	Post Office
Granger, In	46530-0000	GRANGER	IN	Post Office
Mishawaka, In	46544-0000	MISHAWAKA	IN	Post Office
Warsaw, In	46580-0000	WARSAW	IN	Post Office
South Bend, In.	46624-9997	SOUTH BEND	IN	Mail Processing
FORT WAYNE IN P&DC	46802-9997	FORT WAYNE	IN	Mail Processing

FT WAYNE	46805-9998	FORT WAYNE	IN	Post Office
ALPENA	49707-9998	ALPENA	MI	Post Office
GAYLORD P&DF	49735-9997	GAYLORD	MI	Mail Processing
SAULT STE MARIE	49783-9998	SAULT SAINTE MARIE	MI	Post Office
TRAVERSE CITY MI	49686-9997	TRAVERSE CITY	MI	Mail Processing
KALAMAZOO P&DC	49009-9997	KALAMAZOO	MI	Mail Processing
BENTON HARBOR	49022-9998	BENTON HARBOR	MI	Post Office
Bronson/Coldwater	49036-9998	COLDWATER	MI	Post Office
DOWAGIAC	49047-9998	DOWAGIAC	MI	Post Office
HASTINGS MAIN POST OFFICE	49058-9998	HASTINGS	MI	Post Office
SOUTH HAVEN	49090-9998	SOUTH HAVEN	MI	Post Office
NILES MI MAIN POST OFFICE	49120-9998	NILES	MI	Post Office
Saginaw P&DC	48605-9997	SAGINAW	MI	Mail Processing
Howell	48843-9998	HOWELL	NJ	Post Office
LANSING	48924-9997	LANSING	IL	Post Office
Ithaca	48847-9998	ITHACA	MI	Post Office
MUSKEGON MI	49440-9998	MUSKEGON	MI	Post Office
GRAND RAPIDS P&DC	49599-5000	GRAND RAPIDS	MI	Mail Processing
LUDINGTON MI	49431-9998	LUDINGTON	MI	Post Office
GRAND RAPIDS P&DC ANNEX	49599-5700	GRAND RAPIDS	MI	Mail Processing
BIG RAPIDS MI	49307-9998	BIG RAPIDS	MI	Post Office
Miller Road	49001-9998	KALAMAZOO	MI	Post Office
Hickory P & D Facility	28603-9997	HICKORY	NC	Mail Processing
LENOIR, NC 28645	28645-9998	LENOIR	NC	Post Office
MORGANTON, NC	28655-9998	MORGANTON	NC	Post Office
STATESVILLE, NC	28677-9998	STATESVILLE	NC	Post Office
MOUNTAIRY	27030-9998	MOUNT AIRY	NC	Post Office
WINSTON SALEM	27102-9998	WINSTON SALEM	NC	Post Office
HP27265	27260-9998	ARCHDALE	NC	Post Office
EDEN27288	27288-9998	EDEN	NC	Post Office
REIDSVILLE	27320-9998	REIDSVILLE	NC	Post Office
SANFORD	27330-9998	SANFORD	ME	Post Office
GSOMAIN	27420-9998	GREENSBORO	NC	Post Office
GSOAMC	27425-9997	GREENSBORO	NC	Mail Processing
ASHEBORO	27203-9998	ASHEBORO	NC	Post Office
GREENSBORO P & DC	27409-9998	GREENSBORO	NC	Mail Processing
LEXINGTON	27292-9998	LEXINGTON	NC	Post Office
GRAHAM	27253-9998	GRAHAM	NC	Post Office
MEBANE	27302-9998	MEBANE	NC	Post Office
KING	27021-9998	KING	NC	Post Office
Greensboro BMC	27495-0001	GREENSBORO	NC	Mail Processing
EWABEACH	96706-9998	EWA BEACH	HI	Post Office
HILO	96720-9998	HILO	HI	Post Office
KANEOHE	96744-9998	KANEOHE	HI	Post Office
LAHAINA	96761-9998	LAHAINA	HI	Post Office
LIHUE	96766-9998	LIHUE	HI	Post Office
MAKAWAO	96768-9998	MAKAWAO	HI	Post Office
MILILANI	96789-9998	MILILANI	HI	Post Office
WAIANAE	96792-9998	WAIANAE	HI	Post Office
WAILUKU	96793-9998	WAILUKU	HI	Post Office
WAIPAHU	96797-9998	KAPOLEI	HI	Post Office
HONOLULU	96820-9998	HONOLULU	HI	Mail Processing
BARRIGADAS	96921-9998	AGAT	GU	Post Office
KAHULUI	96732-9998	KAHULUI	HI	Post Office
HAZLETON PA	18201-9999	HAZLETON	PA	Post Office
LEIGHTON PA	18235-9999	LEHIGHTON	PA	Post Office
BERWICK PA	18603-9999	BERWICK	PA	Post Office
NANTICOKE PA	18634-9999	NANTICOKE	PA	Post Office
WB PLANT	18701-9342	WILKES BARRE	PA	Mail Processing

WILKES BARRE ANNEX	18706-1494	WILKES BARRE	PA	Post Office
KINGSTON BRANCH	18704-9999	WILKES BARRE	PA	Post Office
Wellsboro Pa	16901-9998	WELLSBORO	PA	Post Office
Williamsport Pa	17701-9998	WILLIAMSPORT	PA	Mail Processing
Lock Haven Pa	17745-9998	LOCK HAVEN	PA	Post Office
Montgomery Pa	17752-9998	MONTGOMERY	PA	Post Office
Honesdale	18431-9998	HONESDALE	PA	Post Office
Scranton PA P&DF	18505-9998	SCRANTON	PA	Mail Processing
Sayre	18840-9998	SAYRE	PA	Post Office
Towanda	18848-9998	TOWANDA	PA	Post Office
Lehigh Valley P&DC	18002-9998	LEHIGH VALLEY	PA	Mail Processing
Allentown DDC	18103-9998	ALLENTOWN	PA	Post Office
East Stroudsburg	18301-9998	EAST STROUDSBURG	PA	Post Office
ANNVILLE	17003-9998	ANNVILLE	PA	Post Office
CAMP HILL	17011-9998	CAMP HILL	PA	Post Office
CARLISLE	17013-9998	CARLISLE	PA	Post Office
HUMMELSTOWN	17036-9998	HUMMELSTOWN	PA	Post Office
LEBANON	17042-9998	LEBANON	PA	Post Office
LEMOYNE	17043-9998	LEMOYNE	PA	Post Office
LEWISTOWN	17044-9998	LEWISTOWN	PA	Post Office
MECHANICSBURG	17055-9998	MECHANICSBURG	PA	Post Office
MIDDLETOWN	17057-9998	MIDDLETOWN	PA	Post Office
MYERSTOWN	17067-9998	MYERSTOWN	PA	Post Office
NEWPORT	17074-9998	NEWPORT	RI	Post Office
HARRISBURG P&DC	17107-9998	HARRISBURG	PA	Mail Processing
CHAMBERSBURG	17201-9998	CHAMBERSBURG	PA	Post Office
NEWVILLE	17241-9998	NEWVILLE	PA	Post Office
WAYNESBORO	17268-9998	WAYNESBORO	PA	Post Office
SUNBURY	17801-9998	SNYDERTOWN	PA	Post Office
BLOOMSBURG	17815-9998	BLOOMSBURG	PA	Post Office
MIFFLINBURG	17844-9998	MIFFLINBURG	PA	Post Office
MILTON	17847-9998	MILTON	PA	Post Office
SHAMOKIN	17872-9998	SHAMOKIN	PA	Post Office
BRISTOL DBCS	06010-9998	BRISTOL	CT	Post Office
BURLINGTON	06013-9998	BURLINGTON	WI	Post Office
MANCHESTER DBCS	06040-9998	BOLTON	CT	Post Office
VERNON CSBS	06066-9998	VERNON ROCKVILLE	CT	Post Office
WINSTED	06098-9998	WINSTED	CT	Post Office
HARTFORD PLANT	06101-9997	HARTFORD	CT	Mail Processing
AMF BRADLEY	06199-9997	WINDSOR LOCKS	CT	Mail Processing
WILLIMANTIC CSBS	06226-9998	WILLIMANTIC	CT	Post Office
PUTNAM	06260-9998	PUTNAM	CT	Post Office
STORRS	06268-9998	STORRS MANSFIELD	CT	Post Office
Waterbury P&DF	06701-9997	WATERBURY	CT	Mail Processing
New Milford CT	06776-9998	NEW MILFORD	CT	Post Office
Terryville	06786-9997	TERRYVILLE	CT	Post Office
Torrington CT	06790-9998	HARWINTON	CT	Post Office
BEAUMONT P & D FACILITY	77704-9997	BEAUMONT	TX	Mail Processing
WilliamRice	77005-9998	HOUSTON	TX	Post Office
Comerstone	77014-9998	HOUSTON	TX	Post Office
Riveroaks	77019-9998	HOUSTON	TX	Mail Processing
EHouston	77028-9998	HOUSTON	TX	Post Office
NShepherd1	77037-9998	HOUSTON	TX	Post Office
SouthAnnex	77023-9997	HOUSTON	TX	Mail Processing
Almeda	77045-9998	HOUSTON	TX	Post Office
MLKing	77051-9998	HOUSTON	TX	Post Office
AThomas	77062-9998	HOUSTON	TX	Post Office
JDunlop	77063-9998	HOUSTON	TX	Post Office
Westbrae	77071-9998	HOUSTON	TX	Post Office

Windmill	77075-9998	HOUSTON	TX	Post Office
Fleetwood1	77079-9998	HOUSTON	TX	Post Office
JGriffith	77080-9998	HOUSTON	TX	Post Office
Greenbriar	77098-9998	HOUSTON	TX	Post Office
Houston	77201-9997	HOUSTON	TX	Mail Processing
Memorial	77024-9998	HOUSTON	TX	Post Office
HoustonNorth	77032-9997	HOUSTON	TX	Mail Processing
SHREVEPORT P & DC	71102-9997	SHREVEPORT	LA	Mail Processing
MONROES	71203-9998	MONROE	LA	Mail Processing
ALEXANDRIA	71301-9997	ALEXANDRIA	LA	Mail Processing
ALEXANDRIA FACILITY	71301-9998	ALEXANDRIA	LA	Mail Processing
LAFAYETTE LA	70501-9997	LAFAYETTE	LA	Mail Processing
LAKE CHARLES LA	70601-9998	LAKE CHARLES	LA	Mail Processing
BATON ROUGE P&DC	70826-9997	BATON ROUGE	LA	Mail Processing
NEW ORLEANS P&DC	70113-9997	NEW ORLEANS	LA	Mail Processing
SCFHOUMA	70360-9998	HOUMA	LA	Post Office
SCFSLIDELL	70460-9998	SLIDELL	LA	Post Office
SCFMANDEVILLE	70471-9998	MANDEVILLE	LA	Mail Processing
MAIL PROCESSING/MTE ANNEX	70087-3363	ST. ROSE	LA	Mail Processing
Port Allen P&DC	70767-6105	PORT ALLEN	LA	Mail Processing
Terre Haute Plant	47808-9997	TERRE HAUTE	IN	Mail Processing
MUNCIE	47302-9997	MUNCIE	IN	Mail Processing
CONNERSVILLE	47331-9998	CONNERSVILLE	IN	Post Office
NEW CASTLE	47362-9998	NEW CASTLE	DE	Post Office
RICHMOND	47374-9998	RICHMOND	IN	Post Office
Lafayette Plant	47901-9997	LAFAYETTE	IN	Mail Processing
Kokomo Plant	46902-9998	KOKOMO	IN	Mail Processing
Logansport	46947-9998	LOGANSPOUT	IN	Post Office
Marion	46952-9998	MARION	OH	Post Office
Peru	46970-9998	PERU	IN	Post Office
Bloomington MPA	47404-9997	BLOOMINGTON	IN	Mail Processing
ANDERSON	46011-9998	ANDERSON	IN	Post Office
CARMEL IN	46032-9998	CARMEL	IN	Post Office
Fishers IN	46038-9998	FISHERS	IN	Post Office
FRANKFORT IN	46041-9998	FRANKFORT	IN	Post Office
Noblesville IN	46060-9998	NOBLESVILLE	IN	Post Office
Zionsville IN	46077-9998	ZIONSVILLE	IN	Post Office
Franklin	46131-9998	FRANKLIN	IN	Post Office
Martinsville IN	46151-9998	MARTINSVILLE	IN	Post Office
MOORESVILLE	46158-9998	MOORESVILLE	NC	Post Office
Plainfield IN	46168-9998	PLAINFIELD	IN	Post Office
Rushville IN	46173-9998	RUSHVILLE	IN	Post Office
Shelbyville IN	46176-9998	SHELBY	IN	Post Office
Indianapolis Plant	46206-9997	INDIANAPOLIS	IN	Mail Processing
Danville, IN	46122-9998	DANVILLE	IN	Post Office
CLERMONT BRANCH	46234-9998	INDIANAPOLIS	IN	Administrative Office
Park Fletcher Branch	46241-9998	INDIANAPOLIS	IN	Post Office
Castleton Branch	46256-9998	INDIANAPOLIS	IN	Post Office
New Augusta Branch	46268-9998	INDIANAPOLIS	IN	Post Office
COLUMBUS IN	47201-9998	COLUMBUS	IN	Mail Processing
MADISON IN	47250-9998	MADISON	IN	Post Office
Seymour IN	47274-9998	SEYMOUR	IN	Post Office
WASHINGTON IN	47501-9998	WASHINGTON	IN	Post Office
Vincennes IN	47591-9998	VINCENNES	IN	Post Office
Indianapolis MPA	46207-9998	INDIANAPOLIS	IN	Mail Processing
BROWNSBURG IN	46112-9998	BROWNSBURG	IN	Post Office
Westfield, IN	46074-9998	WESTFIELD	IN	Post Office
PANAMA CITY PDF	32401-9998	PANAMA CITY	FL	Mail Processing
TALLAHASSEE FL PDC	32301-9996	TALLAHASSEE	FL	Mail Processing

Daytona Beach P&DF	32114-9998	DAYTONA BEACH	FL	Mail Processing
Lady Lake CSBCS	32159-9998	LADY LAKE	FL	Post Office
Palatka CSBCS	32177-0000	PALATKA	FL	Post Office
PENSACOLA FL PDC	32501-9997	PENSACOLA	FL	Mail Processing
OKALOOSA ISLAND FL CSF	32548-9998	FORT WALTON BEACH	FL	Post Office
MILTON FL CSF	32571-9998	MILTON	FL	Post Office
NICEVILLE FL CSF	32578-9998	NICEVILLE	FL	Post Office
SHALIMAR FL CSF	32579-9998	SHALIMAR	FL	Post Office
CRESTVIEW FL CSF	32536-9998	CRESTVIEW	FL	Post Office
Gainesville FI P&DF	32608-9997	GAINESVILLE	FL	Mail Processing
BELLEVUE	34420-9998	BELLEVUE	FL	Post Office
HOMOSASSA SPRINGS	34447-9998	HOMOSASSA SPRINGS	FL	Post Office
INVERNESS	34450-9998	INVERNESS	FL	Post Office
LECANTO DDC	34461-9998	LECANTO	FL	Post Office
LAKE CITY, FL	32055-9998	LAKE CITY	FL	Post Office
ORANGE PARK, FL	32073-9998	ORANGE PARK	FL	Post Office
ST AUGUSTINE FL MAIN	32084-9998	SAINT AUGUSTINE	FL	Post Office
JACKSONVILLE PMPC	32219-3239	JACKSONVILLE	FL	Mail Processing
RIDGEWOOD	32065-9998	ORANGE PARK	FL	Post Office
JACKSONVILLE FL AMF	32229-9998	JACKSONVILLE	FL	Mail Processing
JACKSONVILLE FL PDC	32203-9997	JACKSONVILLE	FL	Mail Processing
ST AUGUSTINE FL ANNEX	32086-9998	SAINT AUGUSTINE	FL	Post Office
Jacksonville BMC	32099-9998	JACKSONVILLE	FL	Mail Processing
Greenville CSF	38701-9998	CHATHAM	MS	Post Office
Tupelo CSF	38801-9998	TUPELO	MS	Mail Processing
Corinth CSBCS	38834-9998	CORINTH	MS	Post Office
Grenada CSF	38901-9998	GRENADA	MS	Post Office
Jackson P&DC	39205-9998	JACKSON	MS	Mail Processing
Meridian CSF	39301-9998	MERIDIAN	MS	Post Office
Brookhaven CSBCS	39601-9998	BROOKHAVEN	MS	Post Office
MCCOMB CSF	39648-9998	MCCOMB	MS	Mail Processing
Columbus CSF	39701-9998	COLUMBUS	MS	Mail Processing
Starkville CSBCS	39759-9998	STARKVILLE	MS	Post Office
HATTIESBURG MS PO	39401-9998	HATTIESBURG	MS	Post Office
LUCEDALE MS PO	39452-9998	LUCEDALE	MS	Post Office
GULFPORT MS P&DF	39503-9997	GULFPORT	MS	Mail Processing
Park Hills Main Office	63601-9998	PARK HILLS	MO	Post Office
Cape P&D	63701-9998	CAPE GIRARDEAU	MO	Post Office
Sikeston Main Office	63801-9998	SIKESTON	MO	Post Office
Poplar Bluff Main Office	63901-9998	POPLAR BLUFF	MO	Post Office
Portageville Main Office	63873-9998	PORTAGEVILLE	MO	Post Office
Kennett Main Office	63857-9998	KENNETT	MO	Post Office
Farmington Carrier Annex	63640-9998	FARMINGTON	MO	Post Office
Caruthersville PO	63830-9998	CARUTHERSVILLE	MO	Post Office
JOPLIN MO CSBCS Site	64801-0000	JOPLIN	MO	Post Office
JOPLIN Sta A CSBCS Site	64804-0000	JOPLIN	MO	Post Office
ROLLA MO CSBCS Site	65401-0000	ROLLA	MO	Post Office
SALEM MO CSBCS Site	65560-0000	SALEM	MO	Post Office
BRANSON ANX MO CSBCS Site	65672-0000	BRANSON	MO	Post Office
SPRINGFIELD MO	65801-9997	SPRINGFIELD	MO	Post Office
REPUBLIC MO CSBCS Site	65738-0000	REPUBLIC	MO	Post Office
LEBANON MO CSBCS Site	65536-0000	LEBANON	MO	Post Office
FT LNRD WOOD MO CSBCS	65473-0000	FORT LEONARD WOOD	MO	Post Office
LAWRENCE MAIN OFFICE	66044-9998	LAWRENCE	KS	Post Office
LAWRENCE JAYHAWK	66046-9998	LAWRENCE	KS	Post Office
LEAVENWORTH	66048-9998	FORT LEAVENWORTH	KS	Post Office
OLATHE	66062-9998	OLATHE	KS	Post Office
OTTAWA	66067-9998	OTTAWA	KS	Post Office
KANSAS CITY KS P&DC	66106-9724	KANSAS CITY	KS	Mail Processing

SHAWNEE MISSION	66202-9998	PRAIRIE VILLAGE	KS	Post Office
Liberty	64068-9998	LIBERTY	TX	Post Office
Kansas City MO P&DC	64108-9997	KANSAS CITY	MO	Mail Processing
St Joseph	64501-9998	SAINT JOSEPH	MO	Post Office
Chillicothe	64601-9998	CHILLICOTHE	MO	Mail Processing
Harrisonville	64701-9998	HARRISONVILLE	MO	Mail Processing
Pittsburg Ks	66762-9998	PITTSBURG	KS	Post Office
Green Summit	64063-9998	LEES SUMMIT	MO	Post Office
Kansas City BMC	66106-1093	KANSAS CITY	KS	Mail Processing
Malden	63863-9998	MALDEN	MO	Post Office
Doniphan	63935-9998	DONIPHAN	MO	Post Office
MALL STATION	32803-9997	ORLANDO	FL	Post Office
ALAFAYA	32817-9997	ORLANDO	FL	Post Office
HIAWASSEE	32818-9998	ORLANDO	FL	Post Office
LEE VISTA ANNEX	32822-9997	ORLANDO	FL	Post Office
SOUTH CREEK	32837-9997	ORLANDO	FL	Post Office
ORLANDO PLANT	32862-9997	ORLANDO	FL	Mail Processing
MELBOURNE MAIN	32901-9998	PALM BAY	FL	Post Office
PALM BAY WEST	32935-9998	PALM BAY	FL	Post Office
APOLLO	32940-9998	MELBOURNE	FL	Post Office
MERRITT ISLAND	32953-9997	MERRITT ISLAND	FL	Post Office
ROCKLEDGE	32955-9997	ROCKLEDGE	FL	Post Office
KISSIMMEE DDC	34744-9997	KISSIMMEE	FL	Post Office
LEESBURG	34748-9997	LEESBURG	FL	Post Office
CITRUS RIDGE DDC	32966-9998	VERO BEACH	FL	Post Office
WINTER GARDEN	34787-9998	WINTER GARDEN	FL	Post Office
WINTER SPRINGS BRANCH	32708-9998	CASSELBERRY	FL	Post Office
APOKA MAIN OFFICE	32712-9998	APOKA	FL	Post Office
LONGWOOD MAIN	32750-9998	LONGWOOD	FL	Post Office
LONGWOOD PO	32779-9998	LONGWOOD	FL	Post Office
MID-FLORIDA P&DC	32799-9997	LAKE MARY	FL	Mail Processing
CSBCS SUPPORT	32799-9998	LAKE MARY	FL	Mail Processing
ST CLOUD	34769-9998	SAINT CLOUD	FL	Post Office
COCOA	32926-9998	COCOA	FL	Post Office
BIRDSBORO	19508-0000	BIRDSBORO	PA	Post Office
BOYERTOWN	19512-0000	BOYERTOWN	PA	Post Office
POTTSVILLE	17901-9998	POTTSVILLE	PA	Post Office
READING PLANT	19612-9998	READING	PA	Mail Processing
NEWTOWN PA	18940-9998	NEWTOWN	PA	Post Office
QUAKERTOWN PA	18951-9998	QUAKERTOWN	PA	Post Office
WARMINSTER PA	18974-9998	WARMINSTER	PA	Post Office
DOWNINGTOWN PA	19335-9998	DOWNINGTOWN	PA	Post Office
Southeastern P & DC	19399-9997	SOUTHEASTERN	PA	Mail Processing
BLUE BELL PA	19422-9998	BLUE BELL	PA	Post Office
COLLEGEVILLE PA	19426-9998	COLLEGEVILLE	PA	Post Office
POTTSTOWN PA	19464-9998	POTTSTOWN	PA	Post Office
ROYERSFORD PA	19468-9998	ROYERSFORD	PA	Post Office
EXTON PA	19341-9998	EXTON	PA	Post Office
CONSHOHOCKEN PA	19428-9998	CONSHOHOCKEN	PA	Post Office
SOUTHAMPTON PA	18966-9998	SOUTHAMPTON	PA	Post Office
TELFORD	18969-9998	TELFORD	PA	Post Office
KING OF PRUSSIA PA	19406-9998	BRIDGEPORT	PA	Post Office
York DDC	17405-9998	YORK	PA	Post Office
Lancaster Plant	17604-9998	LANCASTER	PA	Mail Processing
Long Beach P&DC	90809-9998	LONG BEACH	CA	Mail Processing
L.A. P & DC	90052-9997	LOS ANGELES	CA	Mail Processing
LABMCS	90201-9998	LOS ANGELES	CA	Mail Processing
WORLDWAY AMC	90009-9998	LOS ANGELES	CA	Mail Processing
Los Angeles ISC	90810-9898	LONG BEACH	CA	Mail Processing

Los Angeles BMC	90201-9997	LOS ANGELES	CA	Mail Processing
LAS VEGAS P&DC	89199-9998	LAS VEGAS	NV	Mail Processing
AMC	89199-5500	DALLAS	TX	Mail Processing
RENO P&DC	89510-9997	RENO	NV	Mail Processing
SOUTH LAKE TAHOE	96150-9998	SOUTH LAKE TAHOE	CA	Post Office
ELKO	89801-9998	ELKO	NV	Mail Processing
ASHLAND	41101-9997	ASHLAND	KY	Mail Processing
PIKEVILLE	41501-9997	PIKEVILLE	KY	Post Office
Corbin Main Office	40701-9998	CORBIN	KY	Post Office
London P & D Facility	40741-9997	LONDON	KY	Mail Processing
Hazard Main Office	41701-9998	HAZARD	KY	Post Office
Somerset Main Office	42501-9998	SOMERSET	KY	Mail Processing
Williamsburg Main Office	40769-9998	WILLIAMSBURG	KY	Post Office
PADUCAH P & DF	42001-9998	PADUCAH	KY	Mail Processing
BENTON KY	42025-9998	BENTON	KY	Post Office
BOWLING GREEN POST OFFICE	42101-9998	BOWLING GREEN	KY	Mail Processing
BOWLING GREEN KY P & DF	42104-9997	BOWLING GREEN	KY	Mail Processing
OWENSBORO POST OFFICE	42301-9997	OWENSBORO	KY	Post Office
GLASGOW POST OFFICE	42141-9998	GLASGOW	KY	Post Office
PRINCETON KY	42445-9998	PRINCETON	KY	Post Office
Evansville IN	47708-9997	EVANSVILLE	IN	Mail Processing
MOREHEAD	40351-9997	MOREHEAD	KY	Post Office
MT STERLING	40353-9997	MOUNT STERLING	KY	Post Office
NICHOLASVILLE	40356-9997	NICHOLASVILLE	KY	Post Office
PARIS	40361-9997	PARIS	KY	Post Office
WINCHESTER	40391-9997	WINCHESTER	KY	Post Office
LEXINGTON P&D	40511-9997	LEXINGTON	KY	Mail Processing
FRANKFORT	40601-9997	FRANKFORT	KY	Post Office
BEREA	40403-9997	BEREA	OH	Post Office
SHELBYVILLE KY	40065-9998	SHELBYVILLE	KY	Post Office
DOWNTOWN STATION LOU KY	40201-9998	LOUISVILLE	KY	Post Office
CORYDON IN	47112-9998	CORYDON	IN	Post Office
OKOLONA KY	40219-9998	LOUISVILLE	KY	Post Office
LOUISVILLE KY	40231-9997	LOUISVILLE	KY	Mail Processing
SHEPHERDSVILLE KY	40165-9998	SHEPHERDSVILLE	KY	Post Office
JEFFERSONTOWN KY	40299-9998	LOUISVILLE	KY	Post Office
CAMPBELLVILLE KY	42718-9998	CAMPBELLVILLE	KY	Post Office
NEW ALBANY IN	47150-9998	NEW ALBANY	IN	Post Office
ELIZABETHTOWN KY	42701-9998	ELIZABETHTOWN	KY	Mail Processing
SHIVELY	40216-9998	LOUISVILLE	KY	Post Office
Fayetteville AR 72701	72701-9998	FAYETTEVILLE	AR	Post Office
JONESBORO AR	72401-9998	JONESBORO	AR	Post Office
FORT SMITH AR	72903-9998	BARLING	AR	Post Office
PINE BLUFF AR	71601-9998	PINE BLUFF	AR	Mail Processing
CAMDEN AR	71701-9998	CAMDEN	AR	Mail Processing
HOT SPRINGS NATL PARK	71901-9998	HOT SPRINGS NATIONAL PARK	AR	Post Office
LITTLE ROCK MAIN OFFICE	72202-9998	LITTLE ROCK	AR	Post Office
LITTLE ROCK P&DC	72231-9997	LITTLE ROCK	AR	Mail Processing
WEST MEMPHIS AR	72301-9998	WEST MEMPHIS	AR	Post Office
BATESVILLE AR	72501-9998	BATESVILLE	AR	Mail Processing
HARRISON AR	72601-9998	HARRISON	AR	Mail Processing
RUSSELLVILLE AR	72801-9998	RUSSELLVILLE	AR	Post Office
MONTICELLO AR	71655-9997	MONTICELLO	AR	Post Office
CONWAY WEST	72034-9998	CONWAY	AR	Post Office
COLUMBUS GA CSF	31908-9998	COLUMBUS	GA	Mail Processing
Augusta GA PD & F	30901-9997	AUGUSTA	GA	Mail Processing
Martinez Station	30907-9998	AUGUSTA	GA	Post Office
Zone 01	30901-9998	AUGUSTA	GA	Post Office
Zone 04	30904-9998	AUGUSTA	GA	Post Office

Peach Orchard	30906-9998	AUGUSTA	GA	Post Office
Forest Hills	30909-9998	AUGUSTA	GA	Post Office
Aiken SC 29801	29801-9998	AIKEN	SC	Post Office
Summerall Station 29803	29803-9998	AIKEN	SC	Post Office
N Augusta SC	29841-9998	NORTH AUGUSTA	SC	Post Office
Evans GA	30809-9998	EVANS	GA	Post Office
ALBANY GMF	31702-9997	ALBANY	GA	Mail Processing
MOULTRIE	31768-9998	MOULTRIE	GA	Post Office
NORTHSIDE	31602-9998	VALDOSTA	GA	Post Office
THOMASVILLE	31792-9998	THOMASVILLE	GA	Post Office
VALDOSTA	31601-9998	VALDOSTA	GA	Post Office
BAINBRIDGE	31717-9998	CHAGRIN FALLS	OH	Post Office
HILTON HEAD	29938-9998	DAUFUSKIE ISLAND	SC	Post Office
STATESBORO	30458-9998	STATESBORO	GA	Post Office
SAV P&DF	31401-0000	SAVANNAH	GA	Mail Processing
WAYCROSS GA	31501-9998	WAYCROSS	GA	Mail Processing
RINCON	31326-9998	RINCON	GA	Post Office
BEAUFORT	29906-9998	BEAUFORT	NC	Post Office
HINESVILLE	31313-9998	FORT STEWART	GA	Post Office
SWAINSBORO	30401-9998	SWAINSBORO	GA	Mail Processing
SAVMAIN	31402-9998	SAVANNAH	GA	Post Office
ROBINSCBCS	31088-9998	CENTERVILLE	GA	Post Office
HOLT AVE ANNEX	31213-9980	MACON	GA	Mail Processing
MACON P&DC	31213-9997	MACON	GA	Mail Processing
CORDELE	31015-9998	CORDELE	GA	Post Office
MILLEDGEVILLE	31061-9998	MILLEDGEVILLE	GA	Post Office
EATONTON	31024-9998	EATONTON	GA	Post Office
BLUFFTON	29910-9998	BLUFFTON	SC	Post Office
CAIRO	39828-9998	CAIRO	GA	Post Office
Hephzibah	30815-9998	HEPHZIBAH	GA	Post Office
EASTMAN	31023-9998	EASTMAN	GA	Post Office
SYLVESTER	31791-9998	SYLVESTER	GA	Post Office
WAUSAU P & DF	54401-9998	WAUSAU	WI	Mail Processing
MARSHFIELD WI PO	54449-0000	MARSHFIELD	WI	Post Office
ST. POINT	54481-9998	STEVENS POINT	WI	Post Office
WI RAPIDS WI PO	54494-0000	WISCONSIN RAPIDS	WI	Post Office
HODAG	54501-0000	RHINELANDER	WI	Mail Processing
OSHKOSH P&DF	54901-9998	OSHKOSH	WI	Mail Processing
Menasha WI	54952-9998	MENASHA	WI	Post Office
Neenah WI	54956-9998	NEENAH	WI	Post Office
RICHLAND CENTER WI PO	53581-9998	RICHLAND CENTER	WI	Post Office
BELOIT WI PO	53511-9998	BELOIT	WI	Post Office
FORT ATKINSON WI PO	53538-9998	FORT ATKINSON	WI	Post Office
JANESVILLE WI PO	53545-9998	JANESVILLE	WI	Post Office
JEFFERSON WI PO	53549-9998	JEFFERSON	WI	Post Office
OREGON WI PO	53575-9998	OREGON	WI	Post Office
STOUGHTON WI PO	53589-9998	STOUGHTON	WI	Post Office
SUN PRAIRIE WI PO	53590-9998	SUN PRAIRIE	WI	Post Office
MADISON WI P&DC	53714-9998	MADISON	WI	Mail Processing
PORTAGE WI PO	53901-9998	PORTAGE	WI	Mail Processing
BEAVER DAM WI PO	53916-9998	BEAVER DAM	WI	Post Office
DODGEVILLE WI PO	53533-9998	DODGEVILLE	WI	Post Office
MOUNT HOREB WI PO	53572-9998	MOUNT HOREB	WI	Post Office
PARDEEVILLE WI PO	53954-9998	PARDEEVILLE	WI	Post Office
EDGERTON WI PO	53534-9998	EDGERTON	WI	Post Office
Miami ISC	33112-9997	MIAMI	FL	Mail Processing
FT LAUDERDALE FL	33310-9309	FORT LAUDERDALE	FL	Mail Processing
South Florida FL PDC	33082-9998	PEMBROKE PINES	FL	Mail Processing
MIAMI P & D CENTER	33152-9701	MIAMI	FL	Mail Processing

MIAMI AIR MAIL CENTER	33159-9741	MIAMI	FL	Mail Processing
Western Nassau P&DC	11599-9997	GARDEN CITY	NY	Mail Processing
MID-ISLAND ANNEX	11747-3101	MELVILLE	NY	Mail Processing
MID-ISLAND P&D CENTER	11747-8000	MELVILLE	NY	Mail Processing
New York Priority Mail Center	11714-3566	BETHPAGE	NY	Mail Processing
DEPERE	54115-0000	DE PERE	WI	Post Office
KAUKAUNA	54130-0000	KAUKAUNA	WI	Post Office
MARINETTE	54143-0000	MARINETTE	WI	Post Office
MANITOWOC	54220-0000	MANITOWOC	WI	Post Office
TWO RIVERS	54241-0000	TWO RIVERS	WI	Post Office
GREEN BAY P&DC	54307-0000	GREEN BAY	WI	Mail Processing
Iron Mountain P&DF	49801-0000	KINGSFORD	MI	Mail Processing
MENOMINEE MI	49858-0000	MENOMINEE	MI	Post Office
CEDARBURG	53012-0000	CEDARBURG	WI	Post Office
GERMANTOWN	53022-0000	GERMANTOWN	WI	Post Office
GRAFTON	53024-0000	GRAFTON	OH	Post Office
HARTFORD	53027-0000	HARTFORD	WI	Post Office
HARTLAND	53029-0000	HARTLAND	WI	Post Office
BROOKFIELD	53045-0000	BROOKFIELD	WI	Post Office
MENOMONEE FALLS	53051-0000	MENOMONEE FALLS	WI	Post Office
OCONOMOWOC	53066-0000	OCONOMOWOC	WI	Post Office
SHEBOYGAN	53081-0000	SHEBOYGAN	WI	Post Office
SUSSEX	53089-0000	SUSSEX	WI	Post Office
WATERTOWN	53094-0000	WATERTOWN	WI	Post Office
WEST BEND	53095-0000	WEST BEND	WI	Post Office
BURLINGTON	53105-0000	BURLINGTON	WI	Post Office
CUDAHY	53110-0000	CUDAHY	WI	Post Office
DELAVAN	53115-0000	DELAVAN	WI	Post Office
KENOSHA	53140-0000	KENOSHA	WI	Post Office
LAKE GENEVA	53147-0000	LAKE GENEVA	WI	Post Office
MUKWONAGO	53149-0000	MUKWONAGO	WI	Post Office
NEW BERLIN	53151-0000	WAUKESHA	WI	Post Office
ANNEX	53154-0000	OAK CREEK	WI	Mail Processing
OAK CREEK	53154-9998	OAK CREEK	WI	Post Office
SOUTH MILWAUKEE	53172-0000	SOUTH MILWAUKEE	WI	Post Office
WAUKESHA	53186-0000	WAUKESHA	WI	Post Office
MILWAUKEE P & DC	53201-0000	MILWAUKEE	WI	Mail Processing
WAUWATOSA	53226-9998	MILWAUKEE	WI	Post Office
PEWAUKEE	53072-0000	PEWAUKEE	WI	Post Office
RACINE 53401-08	53404-9998	RACINE	WI	Post Office
GREENDALE	53129-0000	GREENDALE	WI	Post Office
FRANKLIN	53132-0000	FRANKLIN	MA	Post Office
JACKSON, TN. GMF	38301-9998	JACKSON	TN	Mail Processing
MCKENZIE, TN	38201-9998	MC KENZIE	TN	Post Office
UNION CITY, TN	38261-9998	UNION CITY	TN	Post Office
COLLIERVILLE TN PO	38017-9998	COLLIERVILLE	TN	Post Office
DYERSBURG TN PO	38024-9998	DYERSBURG	TN	Post Office
MEMPHIS PDC	38101-9997	MEMPHIS	TN	Mail Processing
MEMPHIS AMC	38130-9998	MEMPHIS	TN	Mail Processing
BATESVILLE	38606-9998	BATESVILLE	MS	Post Office
CLARKSDALE	38614-9998	CLARKSDALE	MS	Post Office
HOLLYSPRNG	38635-9998	HOLLY SPRINGS	MS	Post Office
OXFORD	38655-9998	OXFORD	MS	Post Office
SOUTHAVEN	38671-9998	SOUTHAVEN	MS	Post Office
OLIVEBRANCH	38654-9998	OLIVE BRANCH	MS	Post Office
BROWNSVILLE TN	38012-9998	BROWNSVILLE	TN	Post Office
RIPLEY MS PO	38663-9998	RIPLEY	MS	Post Office
Memphis BMC	38136-9998	MEMPHIS	TN	Mail Processing
MARTIN, TN	38237-9998	MARTIN	TN	Post Office

Hudson, NH	03051-9714	HUDSON	NH	Post Office
Salem, NH	03079-9998	SALEM	NH	Post Office
Manchester, NH	03103-9998	MANCHESTER	NH	Mail Processing
Concord, NH	03301-9998	CONCORD	NH	Post Office
Keene, NH	03431-9998	KEENE	NH	Post Office
PORTSMOUTH P&D	03801-9997	PORTSMOUTH	NH	Mail Processing
Nashua, NH	03062-9998	NASHUA	NH	Mail Processing
BURNSVILLE	55337-9998	BURNSVILLE	MN	Post Office
HOPKINS CUSTOMER SERVICE	55343-9998	HOPKINS	MN	Post Office
EDEN PRAIRIE	55344-9998	HOPKINS	MN	Post Office
MPLS P&D	55401-9997	MINNEAPOLIS	MN	Mail Processing
GOLDEN VALLEY	55427-9998	MINNEAPOLIS	MN	Post Office
COON RAPIDS	55433-9998	MINNEAPOLIS	MN	Post Office
WEST BLOOMINGTON	55438-9998	MINNEAPOLIS	MN	Post Office
WEST EDINA	55439-9998	MINNEAPOLIS	MN	Post Office
LOST LAKE	55442-9998	MINNEAPOLIS	MN	Post Office
BROOKLYN PARK	55443-9998	MINNEAPOLIS	MN	Post Office
CHANHASSEN ANNEX	55317-9998	CHANHASSEN	MN	Post Office
TWIN CITIES METRO HUB	55413-9997	MINNEAPOLIS	MN	Mail Processing
La Crosse, WI	54601-9998	LA CROSSE	WI	Post Office
TOMAH, WI	54660-9998	TOMAH	WI	Post Office
Minneapolis/St Paul BMC	55121-2288	ST PAUL	MN	Mail Processing
WINCHESTER VA	22601-9998	WINCHESTER	VA	Post Office
DULLES P & DC	20101-9998	STERLING	VA	Mail Processing
FROYAL	22630-9998	FRONT ROYAL	VA	Post Office
CULPEPER	22701-9998	CULPEPER	VA	Mail Processing
Burke	22015-9998	SPRINGFIELD	VA	Post Office
Baileys	22041-9998	FALLS CHURCH	VA	Post Office
Falls Church	22046-9998	FALLS CHURCH	VA	Post Office
Merrifield P&DC	22081-9998	MERRIFIELD	VA	Mail Processing
Wood DDC	22192-9998	WOODBIDGE	VA	Post Office
Arl South	22204-9998	ARLINGTON	VA	Post Office
PKING	22205-9998	ARLINGTON	VA	Post Office
Randolph Drive Facility	20199-9998	STERLING	VA	Mail Processing
BRYAN TX	77801-9998	BRYAN	TX	Mail Processing
NORTH HOUSTON P&DC	77315-9997	NORTH HOUSTON	TX	Mail Processing
TOMBALL	77375-9998	TOMBALL	TX	Post Office
KLEIN	77379-9998	SPRING	TX	Post Office
WOODLANDS	77380-9998	SPRING	TX	Post Office
PANTHER	77381-9998	SPRING	TX	Post Office
BELLAIRE	77401-9998	BELLAIRE	TX	Post Office
BAYCITY	77414-9998	BAY CITY	TX	Post Office
RICHMOND	77469-9998	RICHMOND	IN	Post Office
STAFFORD	77477-9998	STAFFORD	TX	Post Office
SUGARLAND	77478-9998	SUGAR LAND	TX	Post Office
ICOLONY	77479-9998	SUGAR LAND	TX	Post Office
PASADENA2	77501-9998	PASADENA	TX	Post Office
ANGLETON	77515-9998	ANGLETON	TX	Post Office
DEERPARK	77536-9998	DEER PARK	TX	Post Office
LAPORTE	77571-9998	LA PORTE	IN	Post Office
LEAGUE	77573-9998	LEAGUE CITY	TX	Post Office
TXCITY	77590-9998	TEXAS CITY	TX	Post Office
CONROE	77301-9998	CONROE	TX	Post Office
LAKE JACKSON	77566-9998	LAKE JACKSON	TX	Post Office
PORTER	77365-9998	PORTER	TX	Post Office
WALLER	77484-9998	WALLER	TX	Post Office
LIBERTY	77575-9998	LIBERTY	TX	Post Office
LIVINGSTON	77351-9998	LIVINGSTON	TX	Post Office
NEEDVILLE	77461-9998	NEEDVILLE	TX	Post Office

Dayton	77535-9998	DAYTON	TX	Post Office
Crosby	77532-9998	CROSBY	TX	Post Office
SANTA FE	77510-9998	SANTA FE	TX	Post Office
BRAZORIA	77422-9998	BRAZORIA	TX	Post Office
CYPRESS	77429-9998	CYPRESS	TX	Post Office
HUNTSVILLE	77340-9998	HUNTSVILLE	TX	Post Office
SEALY	77474-9998	SEALY	TX	Post Office
HUFFMAN	77336-9998	HUFFMAN	TX	Post Office
EAST BERNARD	77435-9998	EAST BERNARD	TX	Post Office
WOBURN DMU	01801-9998	WOBURN	MA	Administrative Office
BILLERICA DMU	01821-9998	BILLERICA	MA	Post Office
LOWELL DMU	01853-9998	LOWELL	MA	Post Office
Middlesex-Essex P & D Ctr	01889-9997	NORTH READING	MA	Mail Processing
BEVERLY DMU	01915-9997	BEVERLY	MA	Post Office
MARBLEHEAD	01945-9998	MARBLEHEAD	MA	Post Office
NEWBURYPORT DMU	01950-9997	NEWBURYPORT	MA	Post Office
Fitchburg CSBCS	01420-9998	FITCHBURG	MA	Post Office
Leominster CSBCS	01453-9998	LEOMINSTER	MA	Post Office
CMP&DC	01546-9997	SHREWSBURY	MA	Mail Processing
Southbridge CSBCS	01550-9998	SOUTHBRIDGE	MA	Post Office
Webster CSBCS	01570-9998	DUDLEY	MA	Post Office
Worcester	01613-9998	WORCESTER	MA	Post Office
Framingham	01701-9998	FRAMINGHAM	MA	Post Office
Acton CSBCS	01720-9998	ACTON	MA	Post Office
Holliston CSBCS	01746-9998	HOLLISTON	MA	Post Office
Natick CSBCS	01760-9998	NATICK	MA	Post Office
Johnson City TN CSF	37601-9998	JOHNSON CITY	TN	Post Office
Elizabethton TN	37643-9998	ELIZABETHTON	TN	Post Office
Kingsport TN	37660-9998	KINGSPORT	TN	Post Office
Erwin TN	37650-9998	ERWIN	TN	Post Office
Sevierville TN PO	37862-9998	SEVIERVILLE	TN	Post Office
Knoxville TN PDC	37950-9997	KNOXVILLE	TN	Mail Processing
DALTON, GA	30720-9998	DALTON	GA	Post Office
ATHENS, TN	37303-9998	ATHENS	TN	Post Office
CLEVELAND, TN	37311-9998	CLEVELAND	TN	Post Office
MANCHESTER, TN	37355-9998	MANCHESTER	TN	Post Office
SIGNAL MOUNTAIN, TN	37377-9998	SIGNAL MOUNTAIN	TN	Post Office
CHATTANOOGA P&DC	37401-9998	CHATTANOOGA	TN	Mail Processing
FAYETTEVILLE, TN	37334-9998	FAYETTEVILLE	TN	Post Office
WINCHESTER, TN	37398-9998	WINCHESTER	TN	Post Office
LAFAYETTE GA	30728-9998	LA FAYETTE	GA	Post Office
CENTERVILLE	37033-9998	CENTERVILLE	TN	Post Office
CLARKSVILLE	37040-9998	CLARKSVILLE	TN	Post Office
DICKSON	37055-9998	DICKSON	TN	Post Office
MURFREESBORO	37129-9998	MURFREESBORO	TN	Post Office
GALLATIN	37066-9998	GALLATIN	TN	Post Office
GOODLETTSVILLE	37072-9998	GOODLETTSVILLE	TN	Post Office
MADISON	37115-9998	MADISON	TN	Post Office
MOUNT JULIET	37122-9998	MOUNT JULIET	TN	Post Office
MURFREESBORO CHURCH ST	37130-9998	MURFREESBORO	TN	Post Office
NASHVILLE AMC	37227-9998	NASHVILLE	TN	Mail Processing
NASHVILLE PDC	37229-9997	NASHVILLE	TN	Mail Processing
COLUMBIA	38401-9998	COLUMBIA	TN	Mail Processing
COOKEVILLE	38501-9998	COOKEVILLE	TN	Post Office
CROSSVILLE	38555-9998	CROSSVILLE	TN	Post Office
PORTLAND	37148-9998	PORTLAND	TN	Post Office
SMYRNA	37167-9998	SMYRNA	TN	Post Office
WAVERLY	37185-9998	WAVERLY	TN	Post Office
TULLAHOMA	37388-9998	ARNOLD A F B	TN	Post Office

CHATSWORTH	30705-9998	CHATSWORTH	GA	Post Office
CLARKSVILLE-RINGGOLD MILLS	37042-9998	CLARKSVILLE	TN	Post Office
CLIFTON	07015-9998	CLIFTON	NJ	Post Office
NEWARK P&DC	07102-9998	BELLEVILLE	NJ	Post Office
ELZABETH	07207-9998	ELIZABETH	NJ	Post Office
BLOOMFIELD NJ	07003-9998	BLOOMFIELD	NJ	Post Office
CRANFORD NJ	07016-9998	CRANFORD	NJ	Post Office
EAST ORANGE NJ	07019-9998	EAST ORANGE	NJ	Post Office
LINDEN NJ	07036-9998	LINDEN	NJ	Post Office
LIVINGSTON NJ	07039-9998	LIVINGSTON	NJ	Post Office
DVD	07099-0000	KEARNY	NJ	Mail Processing
NEW JERSEY INT'L BMC	07097-9998	JERSEY CITY	NJ	Mail Processing
CALDWELL	07006-9998	CALDWELL	NJ	Post Office
Rahway	07065-9998	CLARK	NJ	Post Office
NORTHERN NJ HASP	07008-1112	CARTERET	NJ	Mail Processing
NJ Metro PMPC	07032-4306	KEARNY	NJ	Mail Processing
NJI BMC Bulk	07097-9998	JERSEY CITY	NJ	Mail Processing
GRAND CENTRAL	10017-9997	NEW YORK	NY	Post Office
FDR	10022-9997	NEW YORK	NY	Post Office
JAF P&DC	10199-9997	NEW YORK	NY	Mail Processing
BRONX P&DC	10451-9997	BRONX	NY	Mail Processing
MORGAN P&DC	10001-9997	NEW YORK	NY	Mail Processing
BRONX HASP	10465-9997	BRONX	NY	Mail Processing
Claremore	74017-9998	CLAREMORE	OK	Post Office
Tulsa P&DC	74141-9997	TULSA	OK	Mail Processing
Vinita	74301-9997	VINITA	OK	Post Office
Muskogee	74401-9998	MUSKOGEE	OK	Post Office
McAlester	74501-9998	MCALESTER	OK	Mail Processing
Ponca City	74601-9998	PONCA CITY	OK	Mail Processing
Durant	74701-9998	DURANT	OK	Mail Processing
Chickasha	73018-9998	CHICKASHA	OK	Post Office
Oklahoma City Annex	73119-9997	OKLAHOMA CITY	OK	Mail Processing
Oklahoma City P&DC	73125-9997	OKLAHOMA CITY	OK	Mail Processing
Ardmore	73401-9998	ARDMORE	OK	Mail Processing
Lawton	73501-9998	LAWTON	OK	Post Office
Clinton	73601-9998	CLINTON	OK	Mail Processing
Woodward	73801-9998	WOODWARD	OK	Mail Processing
Oklahoma City AMF	73195-9997	OKLAHOMA CITY	OK	Mail Processing
Oklahoma City Hub	73107-9997	OKLAHOMA CITY	OK	Mail Processing
Shawnee Annex	74804-9122	SHAWNEE	OK	Post Office
Poteau	74953-9998	POTEAU	OK	Mail Processing
Benicia	94510-9998	BENICIA	CA	Post Office
Concord	94520-9998	CONCORD	NC	Post Office
Travis	94535-9991	FAIRFIELD	CA	Post Office
Hayward	94544-9998	HAYWARD	CA	Post Office
Martinez	94553-9998	MARTINEZ	CA	Post Office
Moraga	94556-9998	MORAGA	CA	Post Office
Pleasanton	94566-9998	PLEASANTON	CA	Post Office
San Lorenzo	94580-9998	SAN LORENZO	CA	Post Office
Brentwood	94513-9998	BRENTWOOD	CA	Post Office
Suisun City	94585-9998	SUISUN CITY	CA	Post Office
Union City	94587-9998	UNION CITY	CA	Post Office
Pittsburg	94565-9998	PITTSBURG	CA	Post Office
Walnut Creek	94596-9998	WALNUT CREEK	CA	Post Office
Oakland P&DC	94615-9997	OAKLAND	CA	Mail Processing
Richmond	94802-9998	RICHMOND	IN	Post Office
OAKLAND ISF	94622-9998	OAKLAND	CA	Mail Processing
San Francisco BMC	94804-9997	RICHMOND	CA	Mail Processing
San Francisco BMC	94804-9998	RICHMOND	CA	Mail Processing

FREMONT NE	68025-9998	FREMONT	NE	Post Office
Omaha P&DC	68108-9997	OMAHA	NE	Mail Processing
AMES Station Omaha NE	68111-9998	OMAHA	NE	Post Office
MILLARD Station Omaha NE	68137-9998	OMAHA	NE	Post Office
RED OAK IA	51566-9998	RED OAK	IA	Post Office
Norfolk NE P & D F	68701-9997	NORFOLK	NE	Mail Processing
SALINA	67401-9998	SALINA	KS	Mail Processing
Lincoln NE P&DF	68501-9997	LINCOLN	NE	Mail Processing
JUNCTION CITY	66441-9998	JUNCTION CITY	KS	Post Office
MANHATTAN	66502-9998	MANHATTAN	KS	Post Office
MAIN OFFICE	66603-9998	TOPEKA	KS	Post Office
TOPEKA KS P&DF	66675-9997	TOPEKA	KS	Mail Processing
GRAND ISLAND ND P&D F	68802-9998	GRAND ISLAND	NE	Mail Processing
MCCOOK NE	69001-9998	MC COOK	NE	Mail Processing
NORTH PLATTE NE	69101-9998	NORTH PLATTE	NE	Post Office
SCOTTSBLUFF / GERING	69361-9998	SCOTTSBLUFF	NE	Post Office
ALLIANCE NE	69301-9998	ALLIANCE	NE	Mail Processing
Derby Post Office	67037-9998	DERBY	KS	Post Office
Newton Post Office	67114-9998	NEWTON	KS	Post Office
Pratt Post Office	67124-9998	PRATT	KS	Post Office
Wellington Post Office	67152-9998	WELLINGTON	KS	Post Office
Winfield Post Office	67156-9998	WINFIELD	KS	Post Office
Downtown Station	67202-9998	WICHITA	KS	Post Office
River City Station	67216-9998	WICHITA	KS	Post Office
Wichita P&DC	67276-9997	WICHITA	KS	Mail Processing
Independence Post Office	67301-9998	INDEPENDENCE	KS	Mail Processing
Coffeyville Post Office	67337-9998	COFFEYVILLE	KS	Post Office
Valley Center Post Office	67147-9998	VALLEY CENTER	KS	Post Office
Hutchinson Post Office	67501-9998	HUTCHINSON	KS	Post Office
Hays Post Office	67601-9998	HAYS	KS	Post Office
Colby Post Office	67701-9998	COLBY	KS	Mail Processing
Dodge City Post Office	67801-9998	DODGE CITY	KS	Mail Processing
Garden City Post Office	67846-9998	GARDEN CITY	KS	Post Office
Liberal Post Office	67901-9998	LIBERAL	KS	Post Office
Great Bend Post Office	67530-9998	GREAT BEND	KS	Post Office
Andover Post Office	67002-9998	ANDOVER	KS	Post Office
VALENTINE NE	69201-9998	SPARKS	NE	Post Office
ORLANDO LDC	32824-9998	ORLANDO	FL	Mail Processing
Chester	19013-9998	ASTON	PA	Post Office
HORSHAM	19044-9998	HORSHAM	PA	Post Office
MEDIA	19063-9998	MEDIA	PA	Post Office
Philadelphia P & D center	19104-9998	PHILADELPHIA	PA	Mail Processing
Fox Chase	19111-9998	PHILADELPHIA	PA	Post Office
Torresdale	19114-9998	PHILADELPHIA	PA	Post Office
Bustleton	19115-9998	PHILADELPHIA	PA	Post Office
Frankford	19124-9998	PHILADELPHIA	PA	Post Office
Roxanne Jones	19132-9998	PHILADELPHIA	PA	Post Office
HOLMESBURG	19136-9998	PHILADELPHIA	PA	Post Office
West Market	19139-9998	PHILADELPHIA	PA	Post Office
Air Mail Center	19153-9751	PHILADELPHIA	PA	Mail Processing
Olney	19120-9998	PHILADELPHIA	PA	Post Office
Philadelphia BMC	19116-9753	PHILADELPHIA	PA	Mail Processing
Phoenix P&DC	85026-9997	PHOENIX	AZ	Mail Processing
Yuma	85364-9998	YUMA	AZ	Post Office
Phx. Rio Salado Annex	85034-9998	PHOENIX	AZ	Mail Processing
Lake Havasu City	86403-9998	LAKE HAVASU CITY	AZ	Post Office
Apache Junction P. O.	85220-9998	APACHE JUNCTION	AZ	Post Office
Casa Grande Post Office	85222-9998	ARIZONA CITY	AZ	Post Office
Kingman	86401-9998	KINGMAN	AZ	Post Office

Glen, Downtown Station	85301-9998	GLENDALE	AZ	Post Office
Glendale Main Office	85302-9998	GLENDALE	AZ	Post Office
Peoria Main Office	85381-9998	PEORIA	AZ	Post Office
Flagstaff	86004-9998	BELLEMONT	AZ	Post Office
Globe	85501-9998	GLOBE	AZ	Post Office
East Valley DDC	85234-9998	GILBERT	AZ	Mail Processing
Phoenix North DDC	85023-9997	PHOENIX	AZ	Mail Processing
Sun City Main	85351-9998	SUN CITY	AZ	Post Office
Bullhead City	86442-9998	BULLHEAD CITY	AZ	Post Office
Goodyear/Avondale	85338-9998	GOODYEAR	AZ	Post Office
W. Valley L&DC	85043-9998	PHOENIX	AZ	Mail Processing
Surprise	85374-9998	SUN CITY	AZ	Post Office
GREEN VALLEY	85614-9998	GREEN VALLEY	AZ	Post Office
OLD PUEBLO	85713-9998	TUCSON	AZ	Post Office
DESERT FOOTHILLS	85718-9998	TUCSON	AZ	Post Office
TUCSON P & D	85726-9998	TUCSON	AZ	Mail Processing
CASAS ADOBES	85704-9998	TUCSON	AZ	Post Office
SILVERBELL	85745-9998	TUCSON	AZ	Post Office
Biddeford/Saco	04005-9998	BIDDEFORD	ME	Post Office
Sanford	04073-9998	SANFORD	ME	Post Office
Portland P&DC	04101-9997	PORTLAND	ME	Mail Processing
Northwest Annex	04103-9997	PORTLAND	ME	Mail Processing
Auburn	04210-9998	AUBURN	ME	Post Office
Augusta	04330-9998	AUGUSTA	ME	Post Office
Bath	04530-9998	BATH	ME	Post Office
Houlton\$	04730-9998	HOULTON	ME	Post Office
WATER\$	04901-9998	WATERVILLE	ME	Post Office
Eastern ME P&D Facility	04444-7097	HAMPDEN	ME	Mail Processing
COOS BAY	97420-9998	COOS BAY	OR	Post Office
EUGENE P & DF	97401-0100	SPRINGFIELD	OR	Mail Processing
SALEM	97301-9998	SALEM	OH	Post Office
BEND OREGON	97701-9998	BEND	OR	Post Office
BEND OR	97701-9997	BEND	OR	Mail Processing
Medford, OR CSNPF	97501-9998	MEDFORD	OR	Mail Processing
GRANTS PASS, OREGON	97526-9998	GRANTS PASS	OR	Post Office
Klamath Falls, Oregon	97601-9998	CRATER LAKE	OR	Post Office
Sunset DDC	97123-9998	HILLSBORO	OR	Mail Processing
The Dalles	97058-9998	THE DALLES	OR	Post Office
Tualatin	97062-9998	TUALATIN	OR	Post Office
Wilsonville	97070-9998	WILSONVILLE	OR	Post Office
Portland P&D	97208-9998	PORTLAND	OR	Mail Processing
Longview	98632-9998	LONGVIEW	WA	Post Office
Vancouver, WA	98661-9998	VANCOUVER	WA	Post Office
Mt Hood DDC	97220-9998	PORTLAND	OR	Mail Processing
Pendleton	97801-9998	MEACHAM	OR	Post Office
La Grande	97850-9998	AURORA	OR	Post Office
Baker City	97814-9998	BAKER CITY	OR	Post Office
CARY IL	60013-9998	CARY	IL	Post Office
LAKE VILLA	60046-9998	LAKE VILLA	IL	Post Office
LIBERTYVILLE	60048-9998	LIBERTYVILLE	IL	Post Office
MCHENRY	60050-9998	MCHENRY	IL	Post Office
MUNDELEIN	60060-9998	MOUNT PROSPECT	IL	Post Office
VERNON HILLS	60061-9998	MUNDELEIN	IL	Post Office
BUFFALO GROVE	60089-9998	BUFFALO GROVE	IL	Post Office
PALATINE P&DC	60095-9997	PALATINE	IL	Mail Processing
WOODSTOCK	60098-9998	WOODSTOCK	IL	Post Office
Cape Cod P & D F	02571-9997	WAREHAM	MA	Mail Processing
BELLINGHAM	02019-9998	BELLINGHAM	WA	Post Office
FOXBORO	02035-9998	FOXBORO	MA	Post Office

FRANKLIN	02038-9998	FRANKLIN	MA	Post Office
HINGHAM	02043-9998	ACCORD	MA	Post Office
MANSFIELD	02048-9998	MANSFIELD	MA	Post Office
MEDFIELD	02052-9998	MEDFIELD	MA	Post Office
BROCKTON	02301-9997	BROCKTON	MA	Mail Processing
EAST BRIDGEWATER	02333-9998	EAST BRIDGEWATER	MA	Post Office
PLYMOUTH	02360-9998	PLYMOUTH	MA	Post Office
Mansfield	02048-1827	MANSFIELD	MA	Post Office
Attleboro	02703-9998	ATTLEBORO	MA	Post Office
Fall River MA	02720-9998	FALL RIVER	MA	Post Office
Mount Pleasant	02745-9998	ACUSHNET	MA	Post Office
Swansea	02777-9998	SWANSEA	MA	Post Office
Taunton	02780-9998	EAST TAUNTON	MA	Post Office
Coventry	02816-9998	COVENTRY	RI	Post Office
Newport	02840-9998	NEWPORT	RI	Post Office
WAKEFIELD	02879-9998	WAKEFIELD	RI	Post Office
Portsmouth	02871-9998	PORTSMOUTH	RI	Post Office
E BAY	02914-9998	PROVIDENCE	RI	Post Office
Warwick	02886-9998	WARWICK	RI	Post Office
N KINGSTOWN	02852-9998	NORTH KINGSTOWN	RI	Post Office
Woonsocket	02895-9998	WOONSOCKET	RI	Post Office
Providence Plant	02904-9997	PROVIDENCE	RI	Mail Processing
Middletown RI	02842-9998	NEWPORT	RI	Post Office
Westerly	02891-9998	WESTERLY	RI	Post Office
DARLINGTON	02861-9998	PAWTUCKET	RI	Post Office
Wheeling WV	26003-9998	WHEELING	WV	Post Office
Follansbee WV	26037-9998	FOLLANSBEE	WV	Post Office
Moundsville WV	26041-9998	MOUNDSVILLE	WV	Post Office
Weirton WV	26062-9998	WEIRTON	WV	Post Office
Wellsburg WV	26070-9998	WELLSBURG	WV	Post Office
MONROEVILLE	15146-9998	PITTSBURGH	PA	Post Office
WOODS RUN	15233-9998	PITTSBURGH	PA	Post Office
PENN HILLS	15235-9998	PITTSBURGH	PA	Post Office
WASHINGTON PO	15301-9998	WASHINGTON	PA	Post Office
PITTSBURGH P&DC	15290-9997	PITTSBURGH	PA	Mail Processing
GREENTREE	15242-9998	PITTSBURGH	PA	Post Office
Greensburg	15601-9998	GREENSBURG	PA	Post Office
Pittsburgh L & DC	15086-9997	WARRENDALE	PA	Mail Processing
Pittsburgh BMC	15095-1000	WARRENDALE	PA	Mail Processing
CHARLOTTESVILLE VA	22906-9997	CHARLOTTESVILLE	VA	Mail Processing
WAYNESBORO VA	22980-9998	WAYNESBORO	VA	Post Office
STAUNTON VA	24401-9998	STAUNTON	VA	Post Office
Harrisonburg	22801-9998	HARRISONBURG	VA	Post Office
BAYSIDE	23455-9998	VIRGINIA BEACH	VA	Post Office
NORFOLK VA P & DC	23501-9993	NORFOLK	VA	Mail Processing
THOMASCORNER	23502-9998	NORFOLK	VA	Post Office
HAMPTON	23670-9998	HAMPTON	VA	Post Office
GRAFTON BR	23692-9998	YORKTOWN	VA	Post Office
CHURCHLAND	23703-9998	PORTSMOUTH	VA	Post Office
PORTSMOUTH	23707-9998	PORTSMOUTH	RI	Post Office
NORFOLK AMF	23519-9700	NORFOLK	VA	Mail Processing
STAFFORD	22554-9998	STAFFORD	TX	Post Office
GLEN ALLEN	23060-9998	GLEN ALLEN	VA	Post Office
MIDLOTHIAN	23113-9998	MIDLOTHIAN	VA	Post Office
WILLIAMSBURG	23185-9998	JAMESTOWN	VA	Post Office
FOREST HILL	23225-9998	RICHMOND	VA	Post Office
WESTHAMPTON	23226-9998	RICHMOND	VA	Post Office
BELLEVUE	23227-9998	BELLEVUE	IA	Post Office
LAKESIDE BRANCH	23228-9998	RICHMOND	VA	Post Office

REGENCY	23229-9998	RICHMOND	VA	Post Office
RICHMOND VA P&DC	23232-9700	RICHMOND	VA	Mail Processing
RICHMOND VA CUSTOMER SERV	23232-9998	RICHMOND	VA	Post Office
RIDGE	23233-9998	RICHMOND	VA	Mail Processing
PETERSBURG	23803-9998	PETERSBURG	VA	Post Office
CHESTERFIELD	23832-9998	CHESTERFIELD	VA	Post Office
FREDERICKSBURG CITY	22401-9998	FREDERICKSBURG	VA	Post Office
GENITO	23112-9998	MIDLOTHIAN	VA	Post Office
SPOTSYLVANIA	22553-9998	SPOTSYLVANIA	VA	Post Office
CHESTER	23831-9998	ASTON	PA	Post Office
FALMOUTH	22406-9998	FREDERICKSBURG	VA	Post Office
MONTROSE STATION	23231-9998	RICHMOND	VA	Post Office
SANDSTON	23150-9998	SANDSTON	VA	Post Office
BON AIR	23235-9998	RICHMOND	VA	Post Office
POCOSHOCK CREEK BR	23236-9998	RICHMOND	VA	Post Office
MONTICELLO	23188-9998	MONTICELLO	IA	Post Office
Franklin	23851-9998	FRANKLIN	MA	Post Office
EL CENTRO CSBCS	92243-9998	EL CENTRO	CA	Post Office
PALM DESERT DBCS	92260-9998	PALM DESERT	CA	Post Office
PALM SPRINGS CSBCS	92263-0000	PALM SPRINGS	CA	Post Office
YUCCA VALLEY CSBCS	92284-9998	LANDERS	CA	Post Office
BARSTOW CSBCS	92311-9998	BARSTOW	CA	Post Office
HESPERIA CSBCS	92345-9998	HESPERIA	CA	Post Office
LOMA LINDA CSBCS	92354-9998	LOMA LINDA	CA	Post Office
RIALTO CSBCS	92376-9997	RIALTO	CA	Post Office
YUCAIPA CSBCS	92399-9998	YUCAIPA	CA	Post Office
SAN BERNARDINO P&DC	92403-0000	REDLANDS	CA	Mail Processing
PERRIS CSBCS	92570-9998	PERRIS	CA	Post Office
CATHEDRAL CITY	92234-0000	CATHEDRAL CITY	CA	Post Office
ADELANTO	92301-9998	ADELANTO	CA	Post Office
DESERT HOT SPRINGS CSBCS	92240-0000	DESERT HOT SPRINGS	CA	Post Office
Blythe CSBCS	92225-9998	BLYTHE	CA	Post Office
TWENTYNINE PALMS CSBCS	92277-2659	TWENTYNINE PALMS	CA	Post Office
Rocky Mount P&DF	27801-9997	ROCKY MOUNT	NC	Mail Processing
GREENVILLE	27834-9998	GREENVILLE	NC	Post Office
ELIZABETH CITY	27909-9998	ELIZABETH CITY	NC	Post Office
APEX NC 27502	27502-9998	APEX	NC	Post Office
GARNER NC 27529	27529-9998	GARNER	NC	Post Office
ROXBORO NC	27573-9998	ROXBORO	NC	Post Office
WAKE FOREST NC	27587-9998	WAKE FOREST	NC	Post Office
CREEKSIDE STATION, RAL NC	27609-9998	RALEIGH	NC	Post Office
RALEIGH NC P&DC	27611-9997	RALEIGH	NC	Mail Processing
EAST DURHAM	27703-9998	DURHAM	NC	Post Office
WEST DURHAM	27705-9998	DURHAM	NC	Post Office
ENO VALLEY STA, DURHAM NC	27712-9998	DURHAM	NC	Post Office
CLAYTON NC	27520-9998	CLAYTON	NC	Post Office
MORRISVILLE NC	27560-9998	MORRISVILLE	NC	Post Office
Carrboro NC 27510	27510-9998	CARRBORO	NC	Post Office
RALEIGH AMC	27623-9997	RALEIGH	NC	Mail Processing
FUQUAY VARINA NC	27526-9998	FUQUAY VARINA	NC	Post Office
Santa Ana P & D Center	92799-9450	SANTA ANA	CA	Mail Processing
Anaheim P & D Facility	92803-0000	ANAHEIM	CA	Mail Processing
Santa Ana Main Office	92711-9998	SANTA ANA	CA	Mail Processing
ESCONDIDO	92025-9998	ESCONDIDO	CA	Post Office
MIDWAY P&DF	92110-9997	SAN DIEGO	CA	Mail Processing
ML SELLERS P&DC	92199-9997	SAN DIEGO	CA	Mail Processing
Campbell CSBCS	95008-9998	CAMPBELL	CA	Post Office
Hollister CSBCS	95023-9998	HOLLISTER	CA	Post Office
Morgan Hill CSBCS	95037-9998	MORGAN HILL	CA	Post Office

Scotts Valley CSBCS	95066-9998	SANTA CRUZ	CA	Post Office
Watsonville CSBCS	95076-9998	WATSONVILLE	CA	Post Office
San Jose P&DC	95101-8000	SAN JOSE	CA	Mail Processing
Retired:951169998	95116-9998	GILROY	CA	Post Office
Bataan Annex	93905-9997	SALINAS	CA	Post Office
Salinas	93907-9997	SALINAS	CA	Mail Processing
Carmel	93923-9998	CARMEL	CA	Post Office
Marina	93933-9998	MARINA	CA	Post Office
Seaside	93955-9998	SEASIDE	CA	Post Office
South Station	93304-9998	BAKERSFIELD	CA	Mail Processing
Brundage St	93307-9998	BAKERSFIELD	CA	Mail Processing
Bakersfield P&DC	93380-8000	BAKERSFIELD	CA	Mail Processing
DELANODPS	93215-9998	DELANO	CA	Post Office
OLD DALE CARRIER ANNEX	93312-9998	BAKERSFIELD	CA	Mail Processing
LOS BANOS	93635-0000	LOS BANOS	CA	Post Office
FRESNO CUST SVC	93701-0000	FRESNO	CA	Post Office
FRESNO PLANT	93706-0000	FRESNO	CA	Mail Processing
Oakhurst	93644-0000	OAKHURST	CA	Post Office
madera	93637-0000	MADERA	CA	Post Office
clovis	93612-0000	GRADY	NM	Post Office
Exeter	93221-9998	EXETER	CA	Post Office
Wasco Post Office	93280-9998	WASCO	CA	Post Office
Effingham IL	62401-9998	EFFINGHAM	IL	Mail Processing
Olney IL	62450-9998	OLNEY	IL	Post Office
Robinson IL	62454-9998	ROBINSON	IL	Post Office
Centralia IL	62801-9998	CENTRALIA	IL	Mail Processing
Mt. Vernon IL	62864-0000	MOUNT VERNON	IL	Post Office
Benton IL	62812-9998	BENTON	IL	Post Office
Quincy IL P&DF	62301-9998	QUINCY	IL	Post Office
SCF Carbondale IL	62901-9998	CARBONDALE	IL	Mail Processing
MID-MISSOURI P&D.F.	65299-0001	COLUMBIA	MO	Mail Processing
SEDALIA, MO	65301-0001	SEDALIA	MO	Post Office
FULTON MO 65251	65251-0001	FULTON	MO	Post Office
ALTON IL	62002-0000	ALTON	IL	Post Office
EDWARDSVILLE IL	62025-0000	EDWARDSVILLE	IL	Post Office
GRANITE CITY IL	62040-0000	GRANITE CITY	IL	Post Office
EAST SAINT LOUIS IL	62201-0000	EAST SAINT LOUIS	IL	Post Office
BELLEVILLE IL	62220-0000	BELLEVILLE	IL	Post Office
COLLINSVILLE IL	62234-0000	COLLINSVILLE	IL	Post Office
OFALLON IL	62269-0000	O FALLON	IL	Post Office
WASHINGTON MO	63090-0000	WASHINGTON	MO	Post Office
DUTCH HOLLOW BRANCH	62223-0000	BELLEVILLE	IL	Post Office
FENTON MO	63026-0000	FENTON	MO	Post Office
FESTUS MO	63028-0000	FESTUS	MO	Post Office
FLORISSANT MO	63033-0000	FLORISSANT	MO	Post Office
SAINT ANN MO	63074-0000	SAINT ANN	MO	Post Office
SOUTH COUNTY MO	63129-0000	SAINT LOUIS	MO	Post Office
CREVE COEUR MO	63141-0000	SAINT LOUIS	MO	Post Office
SAINT LOUIS MO ANNEX	63145-0000	ST LOUIS	MO	Mail Processing
SAINT LOUIS MO P&DC	63155-0000	ST LOUIS	MO	Mail Processing
OFALLON MO	63366-0000	O FALLON	MO	Post Office
SAINT PETERS MO	63376-0000	SAINT PETERS	MO	Post Office
SAINT CHARLES COUNTY DDC	63303-0000	SAINT CHARLES	MO	Post Office
COLUMBIA IL	62236-0000	COLUMBIA	IL	Post Office
SAINT CHARLES MPO	63301-0000	SAINT CHARLES	MO	Post Office
UNION MO	63084-0000	UNION	MO	Post Office
HAZELWOOD CARRIER ANNEX	63042-0000	BRIDGETON	MO	Post Office
St Louis BMC	63042-2487	HAZELWOOD	MO	Mail Processing
Rochester P&DF	55901-9998	ROCHESTER	MN	Mail Processing

AUSTIN	55912-9998	AUSTIN	MN	Post Office
WINONA	55987-9998	HOMER	MN	Post Office
Eau Claire P & DF	54703-9998	EAU CLAIRE	WI	Mail Processing
SPOONER POST OFFICE	54801-9998	SPOONER	WI	Mail Processing
Mankato AMPF	56001-9997	MANKATO	MN	Mail Processing
DULUTH MN P&DF	55806-9997	DULUTH	MN	Mail Processing
BEMIDJI MN P&DF	56601-9998	BEMIDJI	MN	Mail Processing
WILLMAR	56201-9998	WILLMAR	MN	Post Office
St Cloud	56301-9998	SAINT CLOUD	FL	Post Office
BRAINERD	56401-9998	BRAINERD	MN	Mail Processing
HUDSON, WI	54016-9998	HUDSON	WI	Post Office
CIRCLE PINES MAIN OFFICE	55014-9998	CIRCLE PINES	MN	Post Office
FARIBAULT	55021-9998	FARIBAULT	MN	Post Office
LAKEVILLE MAIN OFFICE	55044-9998	LAKEVILLE	MN	Post Office
OWATONNA	55060-9998	OWATONNA	MN	Post Office
NORTHFIELD	55057-9998	MACEDONIA	OH	Post Office
SAINT PAUL P&DC	55101-9997	ST PAUL	MN	Mail Processing
COTTAGE GROVE	55016-9998	COTTAGE GROVE	MN	Post Office
STPAULPARK	55071-9998	SAINT PAUL PARK	MN	Post Office
WOODBURY BRANCH	55125-9998	SAINT PAUL	MN	Post Office
FOREST LAKE	55025-9998	FOREST LAKE	MN	Post Office
STILLWATER	55082-9998	STILLWATER	MN	Post Office
MORA	55051-9998	MORA	MN	Post Office
REDWOOD FALLS	56283-9998	REDWOOD FALLS	MN	Post Office
OXNARD P&DF	93030-8989	OXNARD	CA	Mail Processing
PASADENA P & DC	91109-9997	PASADENA	CA	Mail Processing
Santa Clarita P & DC	91383-9997	SANTA CLARITA	CA	Mail Processing
Santa Barbara P&DC	93102-9997	GOLETA	CA	Mail Processing
Mojave Ca P&DF	93501-9998	CALIFORNIA CITY	CA	Post Office
Marysville P&DF	95901-9997	MARYSVILLE	CA	Mail Processing
Paradise 54,67,69	95969-9998	PARADISE	CA	Post Office
REDDING POST OFFICE	96049-9998	REDDING	CA	Mail Processing
AUBURN	95603-9998	AUBURN	ME	Post Office
CARMICHAEL	95608-9998	CARMICHAEL	CA	Post Office
CITRUS HEIGHTS	95621-9998	CITRUS HEIGHTS	CA	Post Office
FOLSOM	95630-9998	FOLSOM	CA	Post Office
GALT	95632-9998	GALT	CA	Post Office
RANCHOCORDOVA	95670-9998	RANCHO CORDOVA	CA	Post Office
ROSEVILLE	95678-9998	ROSEVILLE	CA	Post Office
SHINGLES SPRINGS	95682-9998	SHINGLE SPRINGS	CA	Post Office
VACAVILLE	95688-9998	VACAVILLE	CA	Post Office
WOODLAND	95695-9998	WOODLAND	CA	Post Office
EL DORADO HILLS	95762-9998	EL DORADO HILLS	CA	Post Office
SACRAMENTO P&DC	95799-9998	WEST SACRAMENTO	CA	Mail Processing
Sacramento-Florin	95829-9998	SACRAMENTO	CA	Post Office
Rocklin	95677-9998	ROCKLIN	CA	Post Office
Stockton CA Plant	95213-9997	STOCKTON	CA	Mail Processing
Lodi	95240-9998	LODI	CA	Post Office
Ceres	95307-9998	CERES	CA	Post Office
Merced	95340-9998	MERCED	CA	Post Office
Modesto Main	95350-9998	MODESTO	CA	Post Office
Oakdale	95361-9998	OAKDALE	CA	Post Office
Old Modesto CSBCS	95352-9998	MODESTO	CA	Support Facilities
Modesto CSBCS	95355-9998	MODESTO	CA	Support Facilities
GRANITE BAY	95746-9998	ROSEVILLE	CA	Post Office
Wenatchee WA	98801-9998	EAST WENATCHEE	WA	Post Office
Olympia P&D Facility	98501-9991	TUMWATER	WA	Mail Processing
Everett P&DF	98203-6230	EVERETT	WA	Mail Processing
Bellingham	98225-9998	BELLINGHAM	WA	Post Office

Blaine	98230-9998	BLAINE	WA	Post Office
South Sound DDC	98424-3614	FIFE	WA	Mail Processing
Yakima MPO	98903-9998	YAKIMA	WA	Post Office
Bremerton West Hills	98312-9998	BREMERTON	WA	Mail Processing
TACOMA P&DC	98413-9997	TACOMA	WA	Mail Processing
South DDC	98032-9997	KENT	WA	Mail Processing
Seattle DDC-East	98111-9997	SEATTLE	WA	Mail Processing
North Bend Main Office	98045-9998	NORTH BEND	WA	Post Office
Redmond Main Office	98052-6715	REDMOND	WA	Post Office
Seattle P&DC	98134-9997	TUKWILA	WA	Mail Processing
Seattle AMC	98158-9997	SEATTLE	WA	Mail Processing
Seattle PMA	98032-4089	KENT	WA	Mail Processing
Seattle BMC	98063-0500	FEDERAL WAY	WA	Mail Processing
San Francisco ISC	94013-9898	BURLINGAME	CA	Mail Processing
PALO ALTO	94303-9998	PALO ALTO	CA	Post Office
SUNNYVALE	94088-9998	SUNNYVALE	CA	Post Office
HALF MOON BAY	94019-9998	HALF MOON BAY	CA	Post Office
REDWOOD CITY	94063-9998	REDWOOD CITY	CA	Post Office
NORTH PENINSULA DDC	94010-2301	BURLINGAME	CA	Mail Processing
SAN FRANCISCO PLANT	94188-9997	SAN FRANCISCO	CA	Mail Processing
NORTH BAY P&DC	94952-0000	PETALUMA	CA	Mail Processing
CASA GRANDE STATION	94954-0000	PETALUMA	CA	Post Office
SAUSALITO	94965-0000	SAUSALITO	CA	Post Office
NORTH BAY IPS	94999-0000	PETALUMA	CA	Mail Processing
SEBASTOPOL	95472-0000	SEBASTOPOL	CA	Post Office
UKIAH DDC	95482-0000	UKIAH	CA	Post Office
NORTH BAY DDC	94953-0000	PETALUMA	CA	Mail Processing
Eureka Post Office	95501-9998	EUREKA	CA	Post Office
PROVO UT	84601-9999	PROVO	UT	Post Office
SALT LAKE CITY ASF	84199-0000	SALT LAKE CITY	UT	Mail Processing
SALT LAKE CITY P&D	84199-9999	SALT LAKE CITY	UT	Mail Processing
Denver BMC	80217-2000	DENVER	CO	Mail Processing
VICTORIA MAIN OFFICE	77901-9998	VICTORIA	TX	Post Office
JAMES MOODY STATION	77902-9998	VICTORIA	TX	Post Office
CORPUS CHRISTI PLANT	78408-9997	CORPUS CHRISTI	TX	Mail Processing
PORTAIRS STATION	78415-9998	CORPUS CHRISTI	TX	Post Office
MCALLEN P&DF	78501-9997	MCALLEN	TX	Post Office
HARLINGEN PO	78550-9998	HARLINGEN	TX	Post Office
MIDLAND P&DF	79711-9997	MIDLAND	TX	Mail Processing
ELPASO P&DC	79910-9997	EL PASO	TX	Mail Processing
CORONADO	79912-9998	EL PASO	TX	Post Office
Laredo Tx	78041-9998	LAREDO	TX	Post Office
San Antonio Tx	78284-9997	SAN ANTONIO	TX	Mail Processing
Del Rio Tx	78840-9998	DEL RIO	TX	Post Office
Seguin Tx	78155-9998	SEGUIN	TX	Post Office
Kerrville Tx	78028-9998	KERRVILLE	TX	Post Office
MISSION PO	78572-9998	MISSION	TX	Post Office
EDINBURG PO	78539-9998	EDINBURG	TX	Post Office
springfield il	62703-9997	SPRINGFIELD	IL	Mail Processing
Decatur	62526-9998	DECATUR	GA	Post Office
BLOOMINGTON P & DF	61701-9997	BLOOMINGTON	IL	Mail Processing
KANKAKEE	60901-9998	KANKAKEE	IL	Post Office
BOURBONNAIS	60914-9998	BOURBONNAIS	IL	Post Office
CHAMPAIGN P & D FACILITY	61821-9997	CHAMPAIGN	IL	Mail Processing
DANVILLE	61832-9998	DANVILLE	IL	Post Office
MATTOON	61938-9998	MATTOON	IL	Post Office
PARIS IL	61944-9998	PARIS	IL	Post Office
URBANA	61801-9998	URBANA	IL	Post Office
RANTOUL	61866-9998	RANTOUL	IL	Post Office

Agawam	01001-9998	AGAWAM	MA	Post Office
AMHERST	01002-9998	AMHERST	MA	Post Office
Chicopee	01020-9998	CHICOPEE	MA	Post Office
East Longmeadow	01028-9998	EAST LONGMEADOW	MA	Post Office
Holyoke	01040-9998	HOLYOKE	MA	Post Office
SOUTH HADLEY	01075-9998	SOUTH HADLEY	MA	Post Office
WARE	01082-9998	WARE	MA	Post Office
WESTFIELD	01085-9998	WESTFIELD	MA	Post Office
Wilbraham	01095-9998	WILBRAHAM	MA	Post Office
Springfield P&DC	01152-9700	SPRINGFIELD	MA	Mail Processing
Pittsfield	01201-9998	PITTSFIELD	MA	Post Office
Colchester	05446-9998	COLCHESTER	VT	Post Office
Burlington P&D F	05452-9997	ESSEX JUNCTION	VT	Mail Processing
Barre	05641-9998	BARRE	VT	Post Office
Montpelier	05602-9998	MONTPELIER	VT	Post Office
W R JCT VT P&D C	05001-9997	WHITE RIVER JCT	VT	Mail Processing
BENNINGTON VT	05201-9998	BENNINGTON	VT	Post Office
BRATTLEBORO VT	05301-9998	BRATTLEBORO	VT	Post Office
RUTLAND VT	05701-9998	RUTLAND	VT	Post Office
West Springfield	01089-9998	WEST SPRINGFIELD	MA	Post Office
Springfield Conc Mail Fac	01020-9710	CHICOPEE	MA	Mail Processing
Springfield BMC	01152-9999	SPRINGFIELD	MA	Mail Processing
Springfield L&DC	01104-3278	SPRINGFIELD	MA	Mail Processing
Pocatello	83201-9998	POCATELLO	ID	Post Office
PASCO P&DF	99301-9997	PASCO	WA	Mail Processing
TWIN FALLS	83301-9998	TWIN FALLS	ID	Post Office
BOISE	83708-9997	BOISE	ID	Mail Processing
Lewiston CSBCS Site	83501-0000	LEWISTON	ID	Post Office
Pullman CSBCS Site	99163-0000	PULLMAN	WA	Post Office
Spokane P&DC	99224-9997	SPOKANE	WA	Mail Processing
Anchorage P & DC	99503-9997	ANCHORAGE	AK	Mail Processing
Fairbanks Post Office	99707-9998	FAIRBANKS	AK	Post Office
Juneau Post Office	99803-9998	JUNEAU	AK	Post Office
Ketchikan Post Office	99909-9998	COFFMAN COVE	AK	Post Office
Sitka	99835-9998	SITKA	AK	Post Office
RAPID CITY P&DF	57701-9340	RAPID CITY	SD	Post Office
SPEARFISH	57783-9998	SPEARFISH	SD	Post Office
STURGIS	57785-9998	STURGIS	SD	Post Office
MITCHELL	57301-9998	MITCHELL	SD	Post Office
DAKOTA CENTRAL P&DC	57399-9998	HURON	SD	Mail Processing
Grand Forks ND	58201-9998	GRAND FORKS	ND	Mail Processing
Bismarck	58501-9998	BISMARCK	ND	Mail Processing
Detroit Lakes MN	56501-9998	DETROIT LAKES	MN	Mail Processing
Fergus Falls MN	56537-9998	FERGUS FALLS	MN	Post Office
Wahpeton ND	58075-9998	WAHPETON	ND	Post Office
Fargo ND P&DC	58102-9997	FARGO	ND	Mail Processing
Devils Lake ND	58301-9998	DEVILS LAKE	ND	Mail Processing
Jamestown ND	58401-9998	JAMESTOWN	ND	Mail Processing
BROOKINGS	57006-9998	BROOKINGS	SD	Post Office
SIOUX FALLS	57104-9998	SIOUX FALLS	SD	Post Office
WATERTOWN	57201-9998	WATERTOWN	WI	Post Office
ABERDEEN	57401-9998	ABERDEEN	SD	Mail Processing
PIERRE SD	57501-9998	HAYES	SD	Post Office
MOBRIDGE	57601-9998	MOBRIDGE	SD	Mail Processing
VERMILLION	57069-9998	VERMILLION	SD	Post Office
Williston ND	58801-9998	WILLISTON	ND	Post Office
MINOT P&DF	58701-9998	MINOT	ND	Mail Processing
MANASOTA FL PDC	34260-0000	SARASOTA	FL	Mail Processing
LAKELAND FL P&DC	33802-9997	LAKELAND	FL	Mail Processing

ST PETERSBURG FL P&DC	33730-9997	ST PETERSBURG	FL	Mail Processing
CLEARWATER FL DDU	33765-9998	CLEARWATER	FL	Post Office
BRANDON	33511-9998	BRANDON	FL	Post Office
ZEPHYRHILLS	33540-9998	ZEPHYRHILLS	FL	Post Office
PLANT CITY	33566-9998	PLANT CITY	FL	Post Office
TAMPA P&DC	33630-9997	TAMPA	FL	Mail Processing
BROOKSVILLE MAIN	34601-9998	BROOKSVILLE	FL	Post Office
NEW PORT RICHEY	34653-9998	NEW PORT RICHEY	FL	Post Office
TAMPA ANNEX	33607-9997	TAMPA	FL	Mail Processing
Birmingham	48012-9998	BIRMINGHAM	MI	Post Office
Southfield	48034-9998	SOUTHFIELD	MI	Post Office
Richmond	48062-9998	RICHMOND	IN	Post Office
Royal Oak PDC	48068-9997	TROY	MI	Mail Processing
Bloomfield Hills	48304-9998	BLOOMFIELD HILLS	MI	Post Office
Sterling Heights	48311-9998	STERLING HEIGHTS	MI	Post Office
Novi	48375-9998	NOVI	MI	Post Office
Pontiac	48343-9998	AUBURN HILLS	MI	Post Office
TAF	48068-9998	TROY	MI	Mail Processing
DDC-2	48068-9999	ROYAL OAK	MI	Mail Processing
BOSH	48068-9996	ROYAL OAK	MI	Mail Processing
FLINT MI P&DC	48502-9998	FLINT	MI	Mail Processing
Highland	48356-9998	ALBUQUERQUE	NM	Post Office
Walled Lake	48390-9998	WALLED LAKE	MI	Post Office
HACKENSACK P&DC	07606-9997	TETERBORO	NJ	Mail Processing
BERGENFIELD DDC	07621-9998	BERGENFIELD	NJ	Post Office
ENGLEWOOD DDC	07631-9998	ENGLEWOOD	NJ	Post Office
PARAMUS DDC	07652-9998	PARAMUS	NJ	Post Office
RIDGEFIELD DDC	07657-9998	RIDGEFIELD	NJ	Post Office
SADDLE BROOK DDC	07662-9998	ROCHELLE PARK	NJ	Post Office
ALLENDALE	07401-9998	ALLENDALE	NJ	Post Office
BUTLER	07405-9998	BUTLER	NJ	Post Office
OAKLAND	07436-9998	OAKLAND	NJ	Post Office
WAYNE	07470-9998	WAYNE	NJ	Post Office
PATERSON	07510-9997	PATERSON	NJ	Mail Processing
BASKING RIDGE	07920-9998	BASKING RIDGE	NJ	Post Office
NEWTON	07860-9998	NEWTON	IA	Post Office
ROCKAWAY	07866-9998	ROCKAWAY	NJ	Post Office
SUCCASUNNA	07876-9998	SUCCASUNNA	NJ	Post Office
WASHINGTON	07882-9998	WASHINGTON	NJ	Post Office
SUMMIT	07901-9998	SUMMIT	NJ	Post Office
MADISON	07940-9998	MADISON	TN	Post Office
BUDD LAKE	07828-9998	BUDD LAKE	NJ	Post Office
MORRISTOWN	07960-9998	CONVENT STATION	NJ	Post Office
WEST JERSEY	07999-9998	WHIPPANY	NY	Mail Processing
SPARTA	07871-9998	SPARTA	NJ	Post Office
BERKELEY HEIGHTS	07922-9998	BERKELEY HEIGHTS	NJ	Post Office
Northern New Jersey Metro	07699-9998	TETERBORO	NJ	Mail Processing
FLORENCE P&DF	29501-9997	FLORENCE	SC	Mail Processing
CONWAY MPO	29526-9998	CONWAY	SC	Post Office
HARTSVILLE MPO	29550-9998	HARTSVILLE	SC	Post Office
NMB MPO	29582-9998	NORTH MYRTLE BEACH	SC	Post Office
CLINTON SC	29325-9998	CLINTON	SC	Post Office
GAFFNEY SC	29340-9998	GAFFNEY	SC	Post Office
INMAN SC	29349-9998	INMAN	SC	Post Office
LAURENS SC	29360-9998	LAURENS	SC	Post Office
GREENVILLE AMF	29612-9998	GREENVILLE	SC	Mail Processing
WOODRUFF SC	29388-9998	WOODRUFF	SC	Post Office
GREENVILLE SC P&DC	29602-9997	GREENVILLE	SC	Mail Processing
CLEMSON SC	29631-9998	CLEMSON	SC	Post Office

SENECA SC	29678-9998	SENECA	SC	Post Office
TAYLORS SC	29687-9998	TAYLORS	SC	Post Office
WALHALLA SC	29691-9998	WALHALLA	SC	Post Office
SUMTER MAIN OFFICE	29150-9998	SUMTER	SC	Post Office
COLUMBIA P&D CTR	29201-9997	COLUMBIA	SC	Mail Processing
COLUMBIA AMF	29228-0001	COLUMBIA	SC	Mail Processing
SALUDA POST OFFICE	29138-9998	SALUDA	SC	Post Office
BISHOPVILLE POST OFFICE	29010-9998	BISHOPVILLE	SC	Post Office
BATESBURG-LEESVILLE	29070-9998	LEESVILLE	SC	Post Office
Rembert P O	29128-9998	REMBERT	SC	Post Office
KINGSTON DDC	12401-9998	KINGSTON	NY	Post Office
MID HUDSON P&DC	12555-9998	NEWBURGH	NY	Mail Processing
ARLINGTON DDC	12603-9998	POUGHKEEPSIE	NY	Post Office
Westchester P & DC	10610-9997	WESTCHESTER	NY	Mail Processing
MONSEY	10951-9998	MONSEY	NY	Post Office
YONKERS	10701-9998	EASTCHESTER	NY	Post Office
HOPEWELL JUNCTION	12533-9998	HOPEWELL JUNCTION	NY	Post Office
BRIDGEPORT	06602-9997	BRIDGEPORT	CT	Mail Processing
BARNUM	06605-9998	BRIDGEPORT	CT	Post Office
BAYVIEW	06610-9998	BRIDGEPORT	CT	Post Office
BROOKFIELD	06804-9998	BROOKFIELD	WI	Post Office
DANBURY	06810-9998	NEW FAIRFIELD	CT	Post Office
GREENWICH	06831-9998	GREENWICH	CT	Post Office
WILTON	06897-9998	WILTON	CT	Post Office
ATLANTIC ST	06901-9998	STAMFORD	CT	Post Office
BARRY PLACE ANNEX	06902-9998	STAMFORD	CT	Post Office
STAMFORD P&D	06910-9997	STAMFORD	CT	Mail Processing
CAMP AVE	06907-9998	STAMFORD	CT	Post Office
NEW LONDON CT	06320-9998	NEW LONDON	CT	Post Office
GROTON CT	06340-9998	GROTON	CT	Post Office
OLD LYME CT	06371-9998	OLD LYME	CT	Post Office
WATERFORD CT	06385-9998	WATERFORD	CT	Post Office
COLCHESTER CT	06415-9998	COLCHESTER	CT	Post Office
MILFORD CT	06460-9998	MILFORD	CT	Post Office
NORTH HAVEN CT	06473-9998	NORTH HAVEN	CT	Post Office
OLD SAYBROOK CT	06475-9998	OLD SAYBROOK	CT	Post Office
SOUTHBURY CT	06488-9998	SOUTHBURY	CT	Post Office
SOUTHERN CT P&DC	06511-9997	WALLINGFORD	CT	Mail Processing
NEW HAVEN CT	06511-9998	WEST HAVEN	CT	Post Office
EAST/FAIR HAVEN CT	06512-9998	WEST HAVEN	CT	Post Office
NEWTOWN CT	06470-9998	NEWTOWN	CT	Post Office
MONROE CT	06468-9998	MONROE	CT	Post Office
NORWICH CT	06360-9997	NORWICH	CT	Post Office
FSM ANNEX NEW HAVEN CT	06511-9994	WEST HAVEN	CT	Mail Processing
WEST PALM BEACH P&DC	33406-9997	WEST PALM BEACH	FL	Mail Processing
ZIPCODE PLACE DDC	33409-9997	WEST PALM BEACH	FL	Post Office
BOCA RATON MPO	33431-9998	BOCA RATON	FL	Post Office
BOYNTON BEACH PO	33436-9998	BOYNTON BEACH	FL	Post Office
JUPITER	33458-9998	JUPITER	FL	Post Office
LAKE WORTH	33461-9998	GREENACRES	FL	Post Office
OKEECHOBEE	34972-9998	OKEECHOBEE	FL	Post Office
FT PIERCE PO DDC	34981-9998	FORT PIERCE	FL	Post Office

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DAVID POPKIN**

DBP/USPS-97 Please refer to your response to Interrogatory DBPIUSPS-94 subpart a.

- [a] Please explain why the type of facilities listing was changed from **a** listing of "mail processing facilities" to a listing of all facilities "thought to contain one or more pieces of automated mail sortation equipment."
- [b] Will those two definitions produce the same listing of facilities?
- [c] If not, provide the differences between the types of facilities that would appear on a listing for each definition.
- [d] If the definition, "thought to contain one or more pieces of automated mail sortation equipment." is not a proper definition for "mail processing facilities", please provide the full listing of all mail processing facilities together with the data shown in Interrogatory DBP/USPS-14.

RESPONSE

- (a) The Postal Service does not consider any "change" to have occurred.
- (b) Yes, if one considers facilities thought to contain automated mail processing equipment to be mail processing facilities.
- (c) **N/A**
- (d) **N/A**

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DAVID POPKIN**

DBPIUSPS-98 Please refer to your response to Interrogatory DBP/USPS-94 subpart a. Please provide a listing and an explanation of the function of all pieces of automated mail sortation equipment that are in use.

RESPONSE

The function of all pieces of automated sortation equipment is to sort mail in an automated fashion subject to designated sortation schemes. Please review USPS Library Reference N2006-1/1, which includes the names of such equipment.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DAVID POPKIN**

DBP/USPS-99 Please refer to your response to Interrogatory DBP/USPS-94 subpart f. Please advise the specific piece or pieces of automated mail sortation equipment that are in use at the Englewood NJ 07631 facility.

RESPONSE

None is presently in use.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DAVID POPKIN**

DBP/USPS-100 Please refer to the response to Interrogatory DBPIUSPS-99. Since you have indicated that the Englewood, New Jersey 07631 facility does not have any automated mail sortation equipment in use, please explain why it, and all other similarly situated facilities, appears on the list of facilities provided in response to Interrogatory DBPIUSPS-96 and other previously provided lists. If necessary, please provide a revised listing of facilities that is responsive to my request.

RESPONSE

As explained at least several times now, the list reflects facilities thought to have automated equipment. Accordingly, it is not necessary to revise the list.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DOUGLAS CARLSON**

DFC/USPS-12. Please refer to the response to APWU/USPS-T2-113. Please identify the extent to which changes in collection times may occur as a result of the consolidation of outgoing mail-processing operations from St. Petersburg to Tampa.

RESPONSE

Were any such changes planned, they would have been noted at

<http://www.usps.com/all/saintpetersburgtampa.htm> .

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DOUGLAS CARLSON**

DFC/USPS-13. Please refer to the July 24, 2006, response of witness Williams that provides changes in collection times after consolidations in Greenburg, Pennsylvania, and Olympia, Washington.

- a. Please identify the source of the data.
- b. Please identify whether the data were retrieved from backup tapes, a data warehouse, an operational data store, the production database, or somewhere else.
- c. Please identify the process by which these data were obtained, including the testing that was performed to validate the data.
- d. Please confirm that the list provides the collection times for each collection box as of the first date of each month from May 1, 2005, to July 1, 2006, even if the collection times did not change during this period.

RESPONSE

- a. The USPS Collection Point Management System (CPMS) which is hosted by the USPS Eagan MN Host Computing Service Center.
- b. CPMS consist of a production database and web user interface that allows the collection points and scheduled times to be updated.
- c. USPS Information Technology staff responsible for developing and maintaining the CPMS application have developed a process for extracting the ZIP Code, box number, and date for which the "snapshot" was taken. The Last Monday thru Friday and Last Saturday Collection Times were extracted for each box. The extract processes and data were reviewed and tested by Information Technology.
- d. Confirmed.

**PO OF THE ID STATES POSTAL
TO INTERROGATORY OF DOUGLAS CARI**

DFC/USPS-14 Please provide the current status of each AMP consolidation opportunity that witness Williams provided on July 25, 2006. In your response to a question from the OCA during cross-examination. Your response should specifically identify consolidation opportunities on the list that are no longer under consideration.

RESPONSE

As indicated previously, the Postal Service plans to examine all mail processing plants in the network for consolidation opportunities at some point in the multi-year process. Accordingly, every such facility is under consideration as a potential AMP candidate. The list of 139 potential opportunities identified last fall provided a pool from which the first wave of 41 AMP consolidation opportunities to be studied as a part of the END initiative were selected. Those 41 are identified in the list of 41 attached to USPS-T-2. The opportunity list will continue to serve as a resource, as the Postal Service identifies and schedules additional AMP study opportunities moving forward. It, no doubt, will be supplanted by a new opportunity list at some yet-to-be-determined point in the future.

With the exception of ~~nos.~~ 27 and 45, one should regard the opportunities from the list of 139 that did not make the USPS-T-2 list of 41 to still be under consideration. And, as reflected in USPS Library Reference N2006-1/21, the following AMP proposals from the USPS-T-2 list of 41 are not presently under consideration: nos. 11, 13, 14, 15, 16 and 31. This does not mean that these

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF DOUGLAS CARLSON**

RESPONSE to DFCIUSPS-14 (continued):

facilities are exempt or immune from all future AMP examination; it only means that the Postal Service has elected not to pursue the particular consolidation opportunities initially identified for those facilities at this time.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERRGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

OCA/USPS-57. Please refer to the USPS Library Reference N2006-1/23, "Draft 5.0 Regional Distribution Center Communications Plan" filed July 28, 2006.

- a. The document is labeled a draft. Please explain the status of this Communication Plan within the USPS approval process and whether it is subject to revision before a final Communication Plan is completed. If **so**, what types of revisions and additions or deletions are anticipated?
- b. Please provide a copy of the final "Regional Distribution Center Communications Plan" when it is approved.
- c. The Communications Plan states a decision to activate a Regional Distribution [RDC] "**does**not involve operational consolidations subject to the Handbook PO-408 process, but may involve changes in mail class service standards applicable to 3-digit ZIP Code areas served by mail processing facilities within the planned service area of an RDC." (Plan at 7.) What guidelines and directives other than those contained in the "Regional Distribution Center Activation Planning Document" will guide the activation of a Regional Distribution Center? If there are any other documents, please provide those documents.
- d. Please explain the apparent flow diagram on page 8 which is not labeled.

RESPONSE

- a. The document is being circulated through appropriate functional areas for review to determine whether additional content is necessary.
- b. Should there be any material changes in the status or content of the document, an updated version will be published and filed.
- c. Should additional relevant guidelines and directives be developed, copies will be published and filed.
- d. PDF conversion can be unkind at times. The diagram depicts a plan under which: A headquarters cross-functional group will identify the facilities ready for activation. An area coordinator will oversees activation of a specific facility, including interface with District FAST coordinator, who will ensure drop shipments can be accepted at the new RDC. The Area FAST coordinator will enter redirections into the Drop Entry Point System (DEPS) and notify the HQ

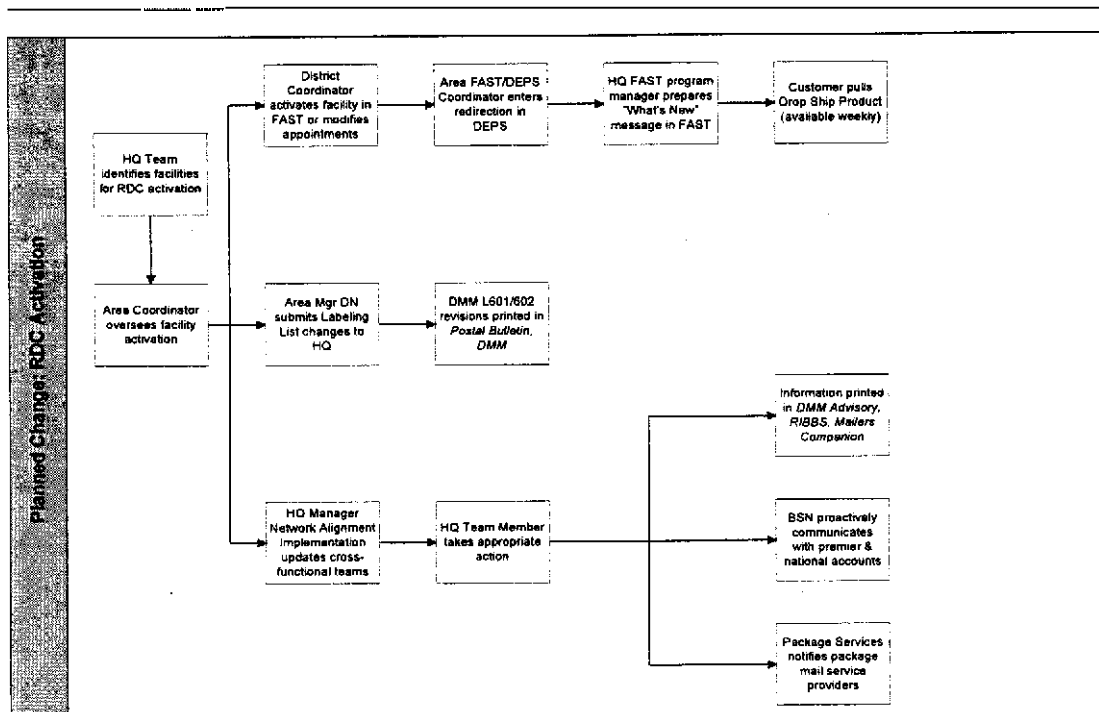
**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE to OCAIUSPS-57 (continued)

FAST project manager, who will alert mailers with a "What's New" message in FAST. The mailer can pull the updated Drop Ship Product from FAST weekly. The area Manager Distribution Networks will submit labeling list changes to HQ. Revisions to DMM L601 will be published 6 times a year in the Postal Bulletin. HQ Mgr. Network Alignment Implementation will provide updates during weekly meetings to a cross-functional team focused on communication. Team members take appropriate action, such as releasing information through DMM Advisory, RIBBS, or Mailers Companion. The Business Service Network will proactively communicate with premier and national accounts. Package Services will communicate package mail service providers. A native format copy of the diagram is attached.

Attachment to Response to OCA/USPS-57

COMMUNICATING NETWORK CHANGES TO MAILERS



**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

OCA/USPS-58. Please refer to USPS Library Reference N2006-1/24, "Draft Regional Distribution Center Activation Planning Document" filed July 28, 2006.

- a. The document is labeled a draft. Please explain the status of this Planning Document within the USPS approval process and whether it is subject to revision before a final Planning Document is completed. If so, what types of revisions and additions or deletions are anticipated?
- b. Please provide a copy of the final "Regional Distribution Center Activation Planning Document" when it is approved.
- c. The Planning Document does not provide for the preparation of any financial information. Please explain how the efficiencies of the RDC activations will be measured in terms of the savings in mail processing equipment, facilities, and transportation costs without estimates of financial savings?
- d. The Planning Document only provides for a calculation of the changes in employee positions without provision for converting that to financial savings. Will the financial savings due to changes in labor costs be considered when deciding whether to activate RDCs? Please explain.
- e. If capital expenditures are required to activate an RDC to expand facilities or build new facilities, will a Decision Analysis Report ("DAR") be prepared for each RDC? If so, what is the benchmark return used for recommending approval of the capital expenditures? Please provide a Decision Analysis Report for one of the RDCs if any such reports have been completed.
- f. Because the Communications Plan in USPS Library Reference N2006-1/23 states the RDC activation will not be subject to the Handbook PO-408 which contains the directions for a post-implementation review process, what process and specific procedures will be used by USPS management to review the effectiveness of the RDC activations?
- g. Is it anticipated that the RDC activations will lead to annual savings similar to the savings estimated for many of the recently completed AMP consolidations listed in USPS-Library Reference N2006-1/5 which were mostly in approximately the million dollar range? If not, what amounts of annual savings are anticipated? Please explain.

RESPONSE

- a. The document is being circulated through appropriate functional areas for review to determine whether additional content is necessary.
- b. Should there be any material changes in the status or content of the document, an updated version will be published and filed.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE to OCA/USPS-58 (continued)

- c. The document was designed to support the planning required to activate an RDC. It is not used to determine approval to activate an RDC. The costs/savings associated with the actual activation of an RDC will be managed within the normal budget process and through the normal capital expenditure DAR process.
- d. The savings associated with activation of an RDC are network-wide. The bulk of the savings associated with the network realignment are not expected to be realized until the entire network is activated.
- e. As necessary, existing procedures for requesting capital funds will be followed.
- f. The same processes and procedures that are used today to review the impacts of network decisions are those that will be utilized to review the effectiveness of the RDC activations.
- g. See the response to POIR 4, Question 6c (July 28, 2006).

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

OCA/USPS-59. Please refer to the USPS Management Instruction AS-550-96-4. "Management Instruction, National Environmental Policy Act Operational Guidance" filed July 25, 2006 in response to an OCA question posed to witness Williams at Tr. 6/608. That document provides for the initial preparation of an environmental checklist to identify environmental issues to determine whether an environmental assessment or an environmental impact statement is required. (Instruction at 2.) It provides "Environmental Management Policy" at headquarters has been assigned the responsibility to ensure "that the public is offered adequate opportunities to participate in Postal Service decision making." (Instruction at 3) Yet, "No public participation or public review process is required after the completion of an environmental checklist." (Instruction at 2.)

- a. What procedures have been followed with respect to END program consolidations to provide for public input to express concerns about the environmental impact of USPS actions prior to the completion of the environmental checklist or afterward?
- b. If the procedures will be modified in the future for END program consolidations, what will be those procedures for public participation to express concerns about the environmental impact of USPS actions in the future? Please explain.

RESPONSE

The Postal Service does not consider the application of or compliance with the environmental laws of the United States to be policies of the Postal Reorganization Act within the meaning of 39 U.S.C. § 3661. Accordingly, the Postal Service does not consider this inquiry to be relevant to matters within the scope of the Commission's § 3661 jurisdiction. Without waiving its right to object to additional questions, the Postal Service responds as follows:

- (a-b) Feasibility studies, such as those conducted for purposes of analyzing AMP consolidation opportunities, do not trigger NEPA review. There are no NEPA procedures that require public input either before or after the completion of an environmental checklist. At the same time, there are no limitations of the content of public comment -- environmentally related or otherwise -- that may be offered during the AMP Public Input Process

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE to OCA/USPS-59 (continued)

No procedures related to environmental review are being modified for purposes of END. And, as such matters are beyond the scope of Postal Rate Commission review, no procedures specifically related to environmental review are being established for purposes of or in relation to this docket.

NEPA requires federal agencies to analyze all "major federal actions significantly affecting the quality of the human environment." 42 U.S.C. § 4332(C). There are three types of NEPA action: (1) the application of a Categorical Exclusion (CATEX); (2) the preparation of an Environmental Assessment (EA); or (3) the preparation of an Environmental Impact Statement (EIS). If a CATEX is applied, no public participation is required. Preparation of an EA or an EIS would involve public participation.

The Environmental Checklist is not a NEPA-required document. It is a tool used by the Postal Service at a preliminary stage to ascertain which of the three levels of NEPA review is appropriate for any given project or program. It is not required for all Postal Service actions. See MIAS-550-96-4 at pages 12-14. There is no requirement for any public participation prior to the completion of an environmental checklist. Moreover, if a completed checklist indicates that a CATEX may be applied, then there is still no requirement for public participation.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE to OCA/USPS-59 (continued)

If the answers on the checklist indicate the need to prepare an EA or an EIS, then the Postal Service NEPA implementation regulations at 39 CFR § 775.13 (see also, RE-6 2-6.2.1; 2-6.3) provide a variety of tools to achieve the appropriate level of public participation.

NEPA regulations also provide for the preparation of a Programmatic EA (PEA) or EIS (PEIS.) See Council on Environmental Quality (CEQ) NEPA regulations at 40 CFR § 1500.4(i), which are implemented by the Postal Service at 39 CFR § 775.1. A PEA or PEIS assesses the overall project or program's potential to cause significant environmental impacts.

The completion of an EA will lead to one of ~~two~~ results: (1) a conclusion that there are no significant environmental impacts posed by the project or program, such that a Finding of No Significant Impact (FONSI) may be issued; or 2) that there are likely to be significant environmental impacts requiring the preparation of an EIS. In the EIS process, a Record of Decision is issued *after* the EIS is completed.

The Postal Service has determined that preparation of an initial PEA is appropriate for the END program. At the appropriate time, the first opportunity

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
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RESPONSE to OCAIUSPS-59 (continued)

for public participation in the PEA will be the publication of a Notice of Intent to prepare the PEA, which will be published in the Federal Register and will provide contact information for any interested parties. Additional, as-yet-to-be-determined opportunities for public participation, pursuant to 39 CFR § 775.13, will be used during the PEA process. A Notice of Availability of the PEA will also be published in the Federal Register, upon its completion.

PEAs, which assess overall programs, can lead to the conclusion that site-specific NEPA procedures may be required as a program moves forward. It is too early to judge whether this is likely to be the case with the END PEA.

Depending on the individual scenarios in each affected geographic area, the site-specific procedures may involve either the application of a CATEX, or the preparation of site-specific EAs. The entire NEPA process, which will begin with the PEA, can be supplemented by additional NEPA review documents as necessary, in accordance with 40 C.F.R. § 1500.4(i). At each locality, appropriate means of providing for public participation at the local level, pursuant to 39 C.F.R. § 775.13, will be used for any such site-specific EA.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
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CA/ Please refer to the copy of Chapter 2 title "The National
Policy Act Process" from the USPS RE-6 dated
July 25, 2006, filed with the Commission on July 25, 2006, in re
to an OCA
witness Williams Tr. 6/ In particular, refer to Exhibit 2-6
at page 2-27 of that which is a one page example of of Environmental
id. " providing for a record of the types of environmental assessments for a
particular project to be by a responsible official. The sheet provide for a check-
off of the possible applicable environmental Environmental Review Rec
Environmental No Significant Impact (FIS) and an EIS of Decision)
a. Please confirm that a "Record of Environmental Consideration" is completed for
each AMP process and for each other consolidation pursuant to
the program. If not, please explain.
b. Please provide all of the completed "Record of Environmental Consideration" for
each AMPs completed and implemented pursuant to the program.
c. Please provide the completed "Record of Environmental Consideration" for each
of the mail processing facilities consolidations that have been implemented
pursuant to the END program.
d. Have any "Record of Environmental Consideration" been completed
for any of the planned RDCs? If so please provide a copy of each of them

RESPONSE

The USPS does not consider the application for review with the
environmental laws of the United States to be part of the

Reorganization Act with the meaning of 9 U.S.C. § 3661. Accordingly, the

Postal Service does not consider this issue to be relevant to matters within the
scope of the Commission's § 3661 jurisdiction. Notwithstanding its right to object
to additional questions, the Postal Service responds as follows:

-) Not confirmed. The Record of Environmental Consideration (REC) is not a
NEPA document, it is a tool used by the Postal Service to track the level of
NEPA review that was required for a project or program. For operational
programs and the 6 requires that a REC be completed for any

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE to OCA/USPS-60 (continued)

operational project or programmatic action that could affect the environment.

See MI AS-550-96-4, at 11. Accordingly, it is not necessarily required for all operational actions, just as the completion of a checklist **is** not required for all operational actions.

- (b-c) Although not required, an REC has been completed for the Newark NJ AMP, which is the only END AMP study that, to-date, has been completed and for which implementation has begun. Without waiving its right to object to disclosure of additional similar documents, the Postal Service has attached a copy of the Newark AMP REC.
- (d) No RECs have been completed for any potential RDC activations.

Attachment to OCA/USPS-60



Record of Environmental Consideration

Name of Project

NEWARK P&DC ORIGINATING MAIL TO DVD

Location of Project

NEWARK P&DC

I have reviewed Postal Service NEPA guidance and have considered the environmental impacts of the proposed action. In the case of facilities projects, the requisite guidance is contained in Handbook RE-6, *Facilities Environmental Guide*. In the case of operational projects including construction and repair activities managed by districts, the requisite guidance is contained in Management Instruction AS-550-964, *National Environmental Policy Act Operational Guidance*.

The following activity has been taken based on information available to me, and, for operations projects, the recommendations of the appropriate environmental professional. For facilities projects, policy allows the Facilities Environmental Specialist (FES) to prepare and sign as the project manager.

(Check all that apply)

☒ No National Environmental Policy Act (NEPA) review is required.

☐ PS Form 8195, *Operational Environmental Checklist* (Use only for operational projects.)

☐ PS Form 7498-D, *Facilities Environmental Checklist* (Use only for facilities projects.)

☐ Categorical Exclusion No. _____ was applied.

☐ An Environmental Assessment was prepared and a Finding of No Significant Impact (FONSI) was issued.

☐ An Environmental Impact Statement was prepared and a Record of Decision (ROD) will be issued.

Note: No AOE
Closing Due To
THIS ACTION

Name of Project Manager or Preparer	Telephone Number (Include Area Code)
JAMES F. GATFNEY, III	201 955 9687
Signature of Project Manager or Preparer	Date (Month, Day, Year)
JAMES F. GATFNEY, III	11/24/05
Name of Responsible Official	Telephone Number (Include Area Code)
J. F. GATFNEY, III	201-955 9687
Signature of Responsible Official	Date (Month, Day, Year)
J. GATFNEY	11/24/05

NOTE: When an Environmental Assessment or an Environmental Impact Statement is required, this form must accompany the NEPA documents presented to the approving official. When no NEPA review is required or an environmental checklist completes the environmental review process, this form must accompany the Justification of Expenditures documentation or the Decision Analysis Report presented to the approving official. A copy of Form 8194 is retained with the project file.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

OCA/USPS-61. The Postal Service's rules regarding National Environmental Policy Act procedures appear at 39 CFR 775. Section 39 CFR 775.14(a) provides that "Public hearings must be held whenever there is, among other times: (1) Substantial environmental controversy concerning a proposed action and a request for a hearing by any responsible individual or organization: (2) A request for a hearing by an agency with jurisdiction over or special expertise concerning the proposed action..."

- a. Have there been any hearings held or scheduled pursuant to this section of the Postal Service's rules on any of the END program AMP consolidations or other proposed facility activations including RDC activations? If so please explain and provide references to the proceedings.
- b. Please confirm that the Postal Service provides public notice of the availability of environmental documents relating to any proposed action having effects primarily of local concern pursuant to 39 CFR 775.13 of its rules which must be published in one or more local newspapers (§775.13(a)(3)(ii)) and may include mailing notice to "owners and occupants of nearby or affected property." (§775.13(a)(3)(v)).

RESPONSE

The Postal Service does not consider the application of or compliance with the environmental laws of the United States to be policies of the Postal

Reorganization Act within the meaning of 39 U.S.C. § 3661. Accordingly, the

Postal Service does not consider this inquiry to be relevant to matters within the

scope of the Commission's 3661 jurisdiction. Without waiving its right to object to

additional questions, the Postal Service responds as follows:

- (a) No.
- (b) There are many types of environmental documents that are not NEPA documents, most of which do not require any public notice. 39 CFR Part 775 only applies to the NEPA process. The Postal Service confirms that it is agency policy to provide public notice of all EA, FONSI, EIS and ROD documents, "having effects primarily of local concern," to the extent required by 39 C.F.R. § 775.13.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

OCA/USPS-62. Please refer to the response to OCA/USPS-34. In the answer to part (d) (Tr. 3/1047-48), it was mentioned that the linear approximations match the productivities implied by the Postal Service's cost equations for large, medium, and small operations. It was also stated that the linear approximations, like the cost equations, are characterized by marginal cost decreases as volume (TPH) increases. Please also refer to the response to VP/USPS-T1-5(b) (Tr. 2/130), which indicates that the optimization model will maximize the utilization of larger facilities given the incremental cost of adding volume to a large operation is less than a small and medium operation.

- a. Suppose that the volume variability of a particular operation is 100%. Please confirm that, in such case, marginal costs from the nonlinear cost function would not decline as volume increases for that operation but would, instead, be constant over all volumes. If you do not confirm, please explain.
- b. Please confirm that in the 100% volume variability case described in part (a), the linear approximation cost functions used in the optimization model for large, medium, and small operations would have the same intercept (at the origin) and the same slope (marginal cost). If you do not confirm, please explain.
- c. For the 100% volume variability case described in part (b), please confirm that since marginal costs from the linear cost functions for large, medium, and small operations would be the same, and since there would be additional costs required to relocate existing operations to different facilities, the optimization model would not maximize the utilization of operations in larger facilities, but would instead maintain the existing utilization of operations in large, medium, and small facilities. If you do not confirm, please explain.

RESPONSE

- a. Partly confirmed. The "nonlinear" CRA models employ log-linear and translog functional forms. The log-linear models yield constant elasticities, and thus the estimated marginal costs would be constant. In the case of the translog models, the elasticities (and thus marginal costs) generally depend on the level of volume.
- b. Confirmed.
- c. Not confirmed. While the assumption of 100 percent variability precludes the possibility of direct labor cost savings from consolidation of small, fragmented operations, it does not ensure that the current operational structure will be

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO INTERRGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE to OCA/USPS-62 (continued)

maintained. Other types of cost savings, such as reductions in transportation or overhead costs could lead to consolidation.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

OCA/USPS-63. Please refer to OCNUSPS-58 which referred to USPS Library Reference N2006-1/24, "Draft Regional Distribution Center Activation Planning Document" filed July 28, 2006. In part (c), the interrogatory pointed out the preparation of financial information is not provided for in the planning document and asked for an explanation. The response states the planning document "is not used to determine approval to activate an RDC. The costs/savings associated with the actual activation of an RDC will be managed within the normal budget process and through the normal capital expenditure DAR process."

- (a) Please explain the "normal budget process" that will apply to the analysis and decision to activate an RDC and determine the costs/savings associated with the activation of an RDC.
- (b) Please explain the "normal capital expenditure DAR process" that will apply to the decision-making analysis to determine whether and when to activate an RDC.
- (c) Is a benchmark rate of return used for recommending approval of expenditures of the type necessary to activate an RDC? If so, what is that benchmark rate?
- (d) Have any expenses been included in any annual USPS budget to activate an RDC or to prepare for activation of an RDC? If so, please provide the budget materials for each year for such activities, the budget analysis for the expenditures that were included in the budget, and provide the dollar amounts included in the budgets.
- (e) Has any DAR been prepared to analyze any potential RDC activation? If so, please provide a copy of that DAR as previously requested in part (d) of OCNUSPS-58.
- (f) Part (e) of OCA/USPS-58 asked whether a DAR report will be prepared to activate RDCs. The response states, "As necessary existing procedures for requesting capital funds will be followed." Please explain the "existing procedures for requesting capital funds" and whether the existing procedures provide for the preparation of a DAR. What is the lead time necessary to request funds for the activation of an RDC?
- (g) Part (f) of OCNUSPS-58 noted the planning document does not provide for a procedure to conduct post-implementation review of RDC activations. The response to the interrogatory states, "The same processes and procedures that are used today to review the impacts of network decisions are those that will be utilized to review the effectiveness of the RDC activations." Inasmuch as, to date, apparently no review of the impact of any network decision has been completed, please explain the "processes and procedures" to which the response is specifically referring that will measure the impacts of RDC activations.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE

- (a-b) Any decision to activate an RDC will be subject to systemwide budgetary constraints applicable at the time or projected for the activation timeline.
- If a determination should be made to construct a new facility, to add substantially to an existing facility, or to retrofit that facility with new equipment in conjunction with its designation as an RDC, it is expected that a Decision Analysis Report or similar return-on-investment analysis of the expenditure will be conducted, if the expenditure meets the criteria for such analysis. As with any active facility today, an RDC would have an annual operating budget and operational goals assigned to it, and its performance would be measured against that budget and those goals.
- RDC activations are expected to take place over a span of five to seven years. Realignment of the network is expected to reduce overall systemwide costs below where they would otherwise be. It would be premature to judge the effects or the progress of the overall realignment mid-stream or on the basis of the activation of the first or the first few RDCs.
- (c) There is no single benchmark. If it is determined that new construction is necessary to convert an existing facility into an RDC or to build one from the ground up at a particular location, each project is evaluated on the basis of its different circumstances.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE**

RESPONSE to OCA/USPS-63 (continued):

- (d) RDC activations are capital plans and would not be regarded as recurring "expenses" to be factored into annual budgets. No RDC activations have been determined yet that would provide a basis for considering whether to include activation-related expenses in the budget.
- (e) No. As the Postal Service has not determined which facilities to designate as RDCs, it has not yet subjected any facilities to an RDC-activation DAR-type analysis.
- (f) The lead time for requesting funding for an RDC activation would depend on the complexity of the undertaking. Varying levels of existing facility renovation may be involved. In some instances, the conversion could be incremental and be executed while the facility continues to operate. In some instances, totally new construction could be necessary. In these latter cases, it may be two years or so between funding approval and completion of construction. If funding exceeds a certain threshold, it may require Board of Governors approval.
- (g) There is no AMP-like PIR process specific to RDC activation. RDC activations that involve major capital investments will go through post-activation reviews to ensure that the facility planning concept was adhered to and the projected operating variances were achieved. Otherwise, like all other active facilities have an operational budget and operational objectives assigned to them and the performance of those facilities is

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
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RESPONSE to OCA/USPS-63 (continued):

judged on the basis of the degree which they achieve the objectives
assigned to them.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE TO
INTERROGATORY OF THE OFFICE OF THE CONSUMER ADVOCATE
REDIRECTED FROM WITNESS SHAH**

Revised: July 17, 2006

OCA/USPS-T1-11

Has the Postal Service performed an END or AMP analysis of part or all of the facilities and network in Figure 2?

- a. Assuming that your answer is "yes," please provide the analyses and conclusions. Please identify and quantify cost savings and service changes.
- b. Assuming that your answer is that the analysis is currently ongoing, please provide information on the extent of the study, details of the study, and expected findings and conclusions.
- c. Assuming that your answer is "no," please explain why no study is being conducted and the extent to which you believe that such a study would or would not be applicable to enhance efficiency in the Postal network.

RESPONSE:

(a-c)

The Postal Service is using the END model and the AMP process to assist in determining the potential roles of existing facilities in the future mail processing network. END modeling suggests possible outcomes that can then be considered and analyzed through mechanisms like the AMP review process. It is this review process that leads to decisions about whether many current mail processing facilities, such as those depicted in Figure 2, should be retained as part of the future network and what their functions should be. Like any other mail processing plants in the network, the facilities depicted in Figure 2 are candidates for AMP review as a part of the END initiative. Presumably, their time will come. It would be imprudent to try to predict or guess what the results of those studies could be.

**RESPONSE OF THE UNITED STATES
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RESPONSE to OCA/USPS-T1-11 (continued)

Based on modeling alone, one would expect that the future mail processing network could evolve to a state where there would eventually be approximately 70 of the Regional Distribution Centers depicted in Figure 3 located throughout the continental U.S., each of which is connected to a variety of subordinate or related facilities. Further review is necessary before the Postal Service can be certain of all potential RDC locations or what roles will be played by the facilities depicted in Figure 2. See the Docket No. R2006-1 USPS response to PSA/USPS-T42-1. As described by witness Williams (USPS-T-2), numerous facility-specific AMP feasibility studies will be conducted during the next several years to determine their roles and relationships. Some mail processing functions are expected to shift to different locations in many cases.

**SUPPLEMENTAL RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICERS INFORMATION REQUEST NO. 5**

Revised: July 28, 2006

7. Is there a nationwide "future network" identified by the END optimization and/or simulation model that has been used as a benchmark to evaluate any AMP?
- a. If not, what is an AMP decision, or a new facility, compared to in order to validate its role in the future network?
 - b. If so, did that benchmark "future network" consist of a specific number of facilities?
 - i. If so, how many?
 - ii. How many were RDCs, LPCs, and DPCs.
 - c. If there is a benchmark "future network" used to evaluate AMPs:
 - i. Did facilities in the benchmark "future network" have geographic locations that can be identified by region, 3-digit ZIP Code area, or 5-digit ZIP Code area? Please identify those regions or areas with which the facilities were identified.
 - ii. Were the sizes of the facilities in the benchmark "future network" identified either in terms of square feet, workload, or any other measure? If so, please provide that information. Was size identified by operation? If so, provide that information.
 - iii. Were the unit costs of the facilities in the benchmark "future network" identified by facility and/or operation? If so, please provide that information.
 - iv. How many facilities in this benchmark "future network" will perform the functions currently performed by the ADCs and AADCs?
 - v. Provide the number of PDCs that currently perform destinating processing but do not perform destinating processing in the benchmark "future network."
 - vi. Which of the facility characteristics referred to in i through ii i above were used to determine that an AMP decision was or was not consistent with the benchmark "future network?"
 - vii. What other characteristics of the facilities in the benchmark "future network" were used to determine that an AMP decision was or was not consistent with the benchmark "future network?"
 - viii. If, under the END process, a P&DC were to lose its role as a processing site for destinating mail arriving from other plants:
 1. would it nevertheless retain its role as the processing site for local "turnaround mail?"
 2. How much of a current P&DC's workload is "turnaround mail," on average?

**SUPPLEMENTAL RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICERS INFORMATION REQUEST NO. 5**

Revised: July 28, 2006

RESPONSE to Question 7:

- a. No. Any theoretical "future network" produced by the END models is refined through operational reviews to ensure site specific factors that are not included in the models are taken into consideration. The END process takes an incremental approach to evaluating and adjusting the network. AMP proposals are evaluated against a theoretical future network design at the time the proposal is submitted. Subsequent future network designs carry forward the impacts of previous network changes and reflect the current market conditions. As stated in Witness Shah's testimony, "No one can accurately and reliably predict how the hard copy communications and package delivery industry will change in the next five to ten years. While some broad trends are certainly discernable, it is not possible, with great precision, to say now what the optimal mail processing and delivery infrastructure should look like a decade from now. The Postal Service's only recourse is to continuously examine the network for inefficiencies and redundancies, standardize the best operational practices, and -- where appropriate -- consolidate, eliminate, expand or relocate processing functions. The changes sought here, using END as a framework, cannot be accomplished overnight. Of necessity, the changes will have to be implemented incrementally ..." As a result, there is no one final nationwide "future network" used to evaluate all AMP proposals. AMP proposals are evaluated against a theoretical future network design at the time the proposal is submitted. Subsequent future network designs carry forward

SUPPLEMENTAL RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICERS INFORMATION REQUEST NO. 5

Revised: **July** 28,2006

RESPONSE to Question 7 (continued):

the impacts of previous network changes and reflect the current market conditions.

- b.
 - i. As stated in previous responses, the **END** models identify the roles required for this future theoretical network. The actual number of facilities and the specific locations have not been decided. For example; some of the roles may be combined in the same physical building should the recommendation be implemented. The theoretical future network as of July 2006 (which will continue to evolve and change) includes 419 facilities, and is the basis for this supplemental response, as well as the supplemental response to POIR 4 Question 6.
 - ii. The number of RDC, LPC, and DPC roles identified within this theoretical future network (which will continue to evolve and change) is 69, 202, and 103, respectively. As previously indicated these roles may be collocated within specific buildings or not and the ultimate number of each role is subject to change as the Postal Service evolves its network
- c.
 - i. See the attached spreadsheet
 - ii. See the attached spreadsheet
 - iii. The unit costs were identified by operation in the response to OCA/USPS-34(b)

**SUPPLEMENTAL RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICER'S INFORMATION REQUEST NO. 5**

Revised: July 28, 2006

RESPONSE to Question 7 (continued):

- iv. The functions currently performed by the ADCs and AADCs were modeled as part of the destinating operations in LPC and DPC roles. As stated in response to subpart (b) of this question, 305 LPC / DPC roles were identified in this iteration.
- v. As part of this July 2006 theoretical future network (which will continue to evolve and change) all existing P&DCs perform some destinating processing.
- vi. The AMP is evaluated to determine if the ZIP Code assignment are in line with the roles identified in the theoretical future network.
- vii. The END simulation model evaluates whether or not sufficient capacity exists to process the required consolidated volume within operating plan constraints,
- viii.
 - 1. No.
 - 2. ODIS-RPW data show that approximately 45 percent of First-class Mail and approximately 20 percent of Priority Mail has an overnight service standard. A large proportion this mail may be "turn-around" mail, in the sense that it is processed by only one P&DC/F. However, the data are not sufficiently refined to allow one to determine how much of this mail with an overnight standard was processed in only one P&DC/F. Plus, with an unknown number of Saturday AMPs in place, it is possible that mail in

**SUPPLEMENTAL RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICER'S INFORMATION REQUEST NO. 5**

Revised: July 28, 2006

RESPONSE to Question 7 (continued):

some locations is "turn-around" on Monday through Friday, but not on Saturday. The proportion of overall "turn-around" mail among P&DC/Fs varies, but is estimated to range between 40 to 50 percent in most cases.

"This iteration is the product of the EMD models and operational reviews as of July 2006. It has not been approved for implementation and is subject to change."

3 Digit ZIP Code	Potential Future Role	RDC Square Feet	LPC Square Feet	LPC Square Feet	MANP	MANP/A	RMO	PSM	SFSPM	APPS	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR	
009	LPC RDC	100,000	50,000		SM	SM	LG	LG		LG	SM	SM	MD	MD	SM	MD	LG	LG	LG	MD	MD	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
011	LPC RDC	450,000	100,000		MD	MD	LG	LG		LG	SM	SM	MD	MD	SM	MD	LG	LG	LG	SM	MD	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
015	LPC		100,000								LG	MD	MD	MD	MD	LG	MD	MD	MD	SM	MD	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
016	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
021	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
022	LPC RDC	350,000	150,000		MD	MD	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
024	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
025	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
029	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
030	RDC	200,000			MD	MD	LG	LG		LG	MD	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
031	LPC		100,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
034	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
041	LPC RDC	150,000	50,000		SM	SM	LG	LG		LG	SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
044	LPC		100,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
050	LPC		50,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
054	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
061	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
064	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
066	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
067	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
069	LPC		100,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
070	LPC RDC	550,000	200,000		MD	MD	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
071	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
076	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
077	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
079	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
080	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
086	LPC		100,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
088	LPC		100,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
101	LPC RDC	350,000	200,000		SM	SM	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
103	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
104	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
106	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
112	DPC RDC	300,000	150,000		MD	MD	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
113	LPC		250,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
115	LPC		100,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
117	LPC		200,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
122	LPC		100,000								MD	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
125	LPC		100,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
132	LPC		100,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
135	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
139	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
142	LPC		150,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
146	LPC RDC	300,000	150,000		MD	MD	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
150	RDC	400,000			MD	MD	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
152	LPC		200,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
159	LPC		50,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
161	DPC										SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
165	LPC		100,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
171	LPC RDC	150,000	100,000		SM	SM	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
176	LPC		100,000								MD	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
177	LPC		50,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
180	LPC		100,000								LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
185	LPC		100,000								SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
187	DPC										SM	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
191	LPC RDC	550,000	400,000		LG	MD	LG	LG		LG	LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
193	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR
196	DPC										LG	MD	MD	MD	MD	SM	MD	MD	MD	MD	LG	AFCS									

3-Digit ZIP Code	Potential Future Role	ESTIMATED			RDC		LPC				DPC									
		RDC Square Feet	LPC Square Feet	DPC Square Feet	MANP	MANP/M	NMO	PSM	SPBSPM	APPS	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	DCR
210	DPC			100,000	MD	SM	LG			LG	LG	MD	LG	SM	SM	LG				
212	LPC RDC	200,000	150,000							MD	LG	MD	MD	SM	SM	MD				
217	LPC		50,000							MD	MD	MD	LG	MD	MD	MD				
220	LPC		150,000																	
228	DPC			50,000																
232	LPC RDC	350,000	150,000		MD	MD	LG			LG	MD	MD	LG	SM	SM	LG				
235	LPC		150,000							MD	LG	MD	MD	SM	SM	MD				
240	LPC		50,000							SM	SM	MD	MD	MD	MD	MD				
242	DPC		50,000							SM	MD	SM	MD	SM	SM	SM				
245	LPC		50,000							SM	MD	MD	MD	SM	SM	SM				
247	LPC		100,000							SM	MD	MD	MD	SM	SM	MD				
253	LPC			50,000																
257	DPC			50,000																
260	DPC			50,000																
263	LPC		50,000																	
274	LPC RDC	300,000	150,000		MD	MD	LG			LG	MD	MD	MD	SM	SM	MD				
276	LPC		200,000																	
278	DPC			50,000																
282	LPC RDC	450,000	150,000		MD	MD	LG			LG	MD	MD	MD	SM	SM	MD				
283	DPC			100,000																
285	DPC			50,000																
286	DPC			50,000																
288	LPC		50,000																	
292	LPC		100,000																	
294	DPC			50,000																
295	DPC			50,000																
296	LPC		100,000																	
301	LPC		350,000																	
303	LPC RDC	350,000	150,000		MD	MD	LG			LG	MD	MD	MD	SM	SM	MD				
306	DPC			50,000																
308	DPC			50,000																
312	LPC		100,000																	
314	LPC		50,000																	
317	DPC			50,000																
319	DPC			50,000																
320	RDC		350,000		MD	SM	LG			LG										
321	DPC			100,000																
322	LPC		150,000																	
323	LPC		100,000																	
324	DPC			50,000																
325	DPC			50,000																
326	LPC		100,000																	
327	LPC		100,000																	
328	LPC RDC	200,000	150,000		MD	SM	LG			LG	MD	MD	MD	SM	SM	MD				
330	DPC			150,000																
331	LPC RDC	300,000	150,000		MD	MD	LG			LG	MD	MD	MD	SM	SM	MD				
333	LPC		100,000																	
334	LPC		200,000																	
336	LPC RDC	450,000	200,000		MD	MD	LG			LG	MD	MD	MD	SM	SM	MD				
337	DPC			150,000																
338	DPC			150,000																
339	LPC		100,000																	
342	LPC		150,000																	
352	LPC		50,000																	
356	LPC																			
361	LPC RDC	200,000	100,000		MD	SM	LG			LG	MD	MD	MD	SM	SM	MD				
366	LPC		100,000																	
372	LPC RDC	450,000	150,000		MD	MD	LG			LG	MD	MD	MD	SM	SM	MD				
374	LPC		100,000																	
376	LPC		50,000																	
379	LPC		100,000																	
381	LPC RDC	300,000	200,000		MD	MD	LG			LG	MD	MD	MD	SM	SM	MD				
383	DPC			50,000																

"Theoretical Future Network Design"

Attachment to Supplemental Response to POIR 5 Question 7

*This iteration is the product of the END models and operational reviews as of July 2006, it has not been approved for implementation and is subject to change.

3-Digit ZIP Code	Potential Future Role	RDC Square Feet	LPC Square Feet	DPC Square Feet	MANP	MANPM	WMQ	PSM	SPBSPM	APPS	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANP	MANPM	MPBCS	OCR	AFCS	AFSM100	DBCS	FSM	FSM1000	MANF	MANP	MANPM	MPBCS	OCR
392	LPC			100,000							SM	MD	MD	MD	LG	SM	MD	MD	SM	MD	SM	MD	MD	MD	MD	MD	MD	MD	MD	MD
395	LPC			50,000							SM	MD	MD	MD	LG	SM	MD	MD	SM	MD	SM	MD	MD	MD	MD	MD	MD	MD	MD	MD
396	RDC		200,000			MD	SM	LG		LG	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
402	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
405	LPC			100,000							SM	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
407	DPC										SM	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
411	LPC			50,000							SM	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
420	DPC			50,000							SM	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
421	LPC			100,000							SM	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
432	LPC RDC		250,000			MD	MD	LG		LG	LG	LG	LG	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
436	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
437	DPC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
439	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
441	LPC			150,000							LG	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
443	LPC			100,000							LG	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
445	DPC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
447	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
449	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
452	LPC RDC		400,000	150,000						LG	LG	SM	LG	LG	SM	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
454	DPC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
458	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
462	LPC RDC		300,000								MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
464	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
466	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
468	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
469	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
473	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
474	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
477	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
478	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
479	DPC			350,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
480	LPC			250,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
481	RDC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
482	DPC			200,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
485	DPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
486	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
489	LPC			150,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
490	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
495	LPC RDC		250,000								MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
496	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
497	DPC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
498	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
503	LPC RDC		250,000	150,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
507	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
511	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
524	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
532	LPC RDC		300,000	150,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
537	DPC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
543	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
544	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
546	DPC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
547	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
549	DPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
551	LPC RDC		350,000								MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
558	LPC			100,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
559	DPC										MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
560	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
563	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
571	LPC RDC		150,000	50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
573	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
577	LPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
581	LPC RDC		120,000	50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
592	DPC			50,000							MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD

July 2006

PRELIMINARY DRAFT

CONFIDENTIAL FOR INTERNAL USE ONLY

"Theoretical Future Network Design"

Supplemental Response to POIR 5 Question 7
 *This iteration is the product of the EMD models and operational reviews as of July 2006, it has not been approved for implementation and is subject to change.

3 Digit ZIP Code	Potential Future Role	RDC Square Feet	LPC Square Feet	DPC Square Feet	MAN/P	MAN/PM	NMD	PSM	SPES/PM	APPS	AFCS	AFSN100	DBCS	FSM	FSM1000	MANF	MAN/PM	MPBCS	OCR	AFCS	AFSN100	DBCS	FSM	FSM1000	MANF	MAN/PM	MPBCS	OCR
585	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
587	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
591	LPC RDC	150,000	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
594	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
597	DPC	-	50,000	50,000	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
598	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
600	LPC RDC	300,000	250,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
601	DPC	-	150,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
604	LPC	-	150,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
605	DPC	-	450,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
606	LPC	300,000	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
607	RDC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
611	DPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
612	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
616	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
617	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
618	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
623	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
627	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
630	RDC	300,000	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
631	LPC	-	250,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
637	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
641	LPC	-	200,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
642	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
652	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
658	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
661	RDC	250,000	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
668	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
672	LPC RDC	150,000	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
675	DPC	-	200,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
681	LPC RDC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
685	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
687	DPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
688	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
691	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
701	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
705	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
708	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
711	LPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
713	DPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
722	LPC	-	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
724	DPC	-	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
727	DPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
728	DPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
731	LPC RDC	250,000	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
741	LPC	-	150,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
750	LPC	-	200,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
752	DPC	-	350,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
753	RDC	-	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
755	DPC	-	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
757	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
761	LPC	-	200,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
763	DPC	-	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
767	DPC	-	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
772	LPC	-	200,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
773	LPC RDC	250,000	150,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
777	DPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
778	DPC	-	50,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
782	LPC RDC	-	150,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
784	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
785	DPC	-	150,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
787	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
791	LPC	-	100,000	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM
794	LPC RDC	150,000	-	-	-	-	-	-	-	-	SM	SM	SM	SM	SM	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	SM	SM	SM

Attachment to Supplemental Response to POIR 5 Question 7

Attachment to Supplemental Response to POIR 5 Question 7

Potential Future		MANP										AFCS										AFCS									
3-Digit ZIP Code	Rock	RDC Square Feet	LPC Square Feet	DPC Square Feet	MANP	MANP	NMO	PSM	SPBSPM	APPS	AFCS	AFCSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR	AFCS	AFCSM100	DBCS	FSM	FSM1000	MANF	MANL	MANPM	MPBCS	OCR	
796	DPC	-	100,000	50,000	-	SM	SM	LG	MD	LG	SM	SM	SM	SM	SM	SM	MD	MD	SM	SM	SM	SM	SM	SM	SM	SM	MD	MD	SM	SM	SM
797	LPC	-	100,000	-	-	SM	SM	LG	MD	LG	SM	SM	MD	LG	SM	MD	MD	LG	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
798	LPC RDC	100,000	100,000	-	-	MD	MD	LG	LG	LG	LG	MD	MD	LG	SM	MD	MD	LG	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
802	LPC RDC	350,000	300,000	-	-	-	-	-	-	LG	SM	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD	MD
809	LPC	-	100,000	-	-	-	-	-	-	-	SM	MD	MD	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM
815	LPC	-	100,000	-	-	-	-	-	-	-	SM	MD	MD	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM
820	LPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM
828	LPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM
829	LPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM
832	LPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM	SM
837	LPC RDC	100,000	100,000	-	-	SM	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
841	LPC RDC	150,000	150,000	-	-	SM	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
846	LPC	-	50,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
850	LPC RDC	300,000	350,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
857	LPC	-	100,000	-	-	MD	MD	MD	MD	MD	MD	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
857	LPC	-	100,000	-	-	MD	MD	MD	MD	MD	MD	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
871	LPC RDC	150,000	100,000	-	-	SM	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
891	LPC RDC	200,000	150,000	-	-	SM	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
895	LPC	-	100,000	-	-	SM	MD	MD	MD	MD	MD	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
900	LPC	-	300,000	-	-	MD	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
902	RDC	-	350,000	-	-	MD	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
908	LPC	-	150,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
911	DPC	-	100,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
913	LPC RDC	350,000	200,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
917	LPC	-	200,000	-	-	SM	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
921	LPC RDC	250,000	200,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
924	LPC RDC	150,000	150,000	-	-	MD	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
925	DPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
928	DPC	-	-	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
927	LPC	-	200,000	-	-	LG	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
928	RDC	-	250,000	-	-	MD	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
930	DPC	-	100,000	-	-	SM	MD	MD	MD	MD	MD	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
931	LPC	-	100,000	-	-	SM	MD	MD	MD	MD	MD	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
933	LPC	-	100,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
935	DPC	-	100,000	-	-	SM	MD	MD	MD	MD	MD	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
937	LPC	-	100,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
939	DPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
940	DPC	-	100,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
941	LPC RDC	250,000	150,000	-	-	SM	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
946	LPC	-	250,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
948	RDC	-	350,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
949	DPC	-	-	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
951	LPC	-	150,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
952	DPC	-	-	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
955	LPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
957	LPC RDC	300,000	150,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
959	DPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
960	LPC	-	50,000	-	-	SM	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
968	LPC RDC	150,000	100,000	-	-	SM	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
972	LPC RDC	250,000	200,000	-	-	MD	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
973	DPC	-	50,000	-	-	SM	MD	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
974	LPC	-	100,000	-	-	SM	MD	MD	MD	MD	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
975	DPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
977	DPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
980	DPC RDC	250,000	-	-	-	MD	SM	LG	LG	LG	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
981	LPC	-	200,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
982	DPC	-	100,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
984	LPC DPC	50,000	100,000	-	-	MD	SM	SM	SM	SM	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
985	DPC	-	50,000	-	-	MD	SM	SM	SM	SM	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
988	DPC	-	50,000	-	-	-	-	-	-	-	SM	MD	MD	MD	SM	MD	MD	MD	SM	MD	SM	MD	SM	MD	SM	MD	MD	MD	SM	MD	SM
989	DPC	-	50,000	-	-	-</																									

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
PRESIDING OFFICERS INFORMATION REQUEST NO. 6, QUESTION ■
Revised: July 27, 2006**

1. Attachment 1 contains variability factors calculated for various operations for three sizes: small, medium, and large. The variability factors were calculated in the following manner. The USPS-LR-L-56 data file vv9905.xls was used to construct operation-size cutoffs for this analysis. The TPH variable for the operation (cost pool) in question was sorted in ascending order, and the non-zero TPH observations were then divided into thirds (small, medium, large) for the TPH cutoff values. Thirty-three separate regressions were run, using R2006-1 witness Bozzo's econometric models, to calculate the variability factor; that is 11 cost pools times 3 operation sizes (small, medium, large). The "tph > 0" statement in the following TPS regression programs submitted within USPS-LR-L-56 was replaced with the constructed TPH cutoff values:
 - varmp_tpf_OTHAUTO_by2005.tsp
 - varmp_tpf_BOSSINGLE_by2005.tsp
 - varmp_tpf_AFSM_by2005.tsp
 - varmp_pp_MANPARPRI_by2005.tsp
 - varmp_man_LETFLT_by2005.tsp

The 33 regressions were individually run with the original vv9905.xls input file.

The results of these regressions do not appear to support inferences of economies of scale or density. In order to obtain a more specific indication of what aspect of the structural cost equations support such an inference

- a. Please fill out the table in Attachment 2 using the data and methods employed by the Postal Service to estimate the cost functions described in its response to VP/USPS-T1-21.
- b. Provide all underlying programs and data sets used in preparing the Postal Service's response to a. above. Please include an identification of the time period covered by the data set used and the docket from which the mail processing cost variability model came that is the source of the linearized equations that the END model uses.
- c. Provide a rationale for the classification criteria used for each size within each operation.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
PRESIDING OFFICERS INFORMATION REQUEST NO. 6, QUESTION 1
Revised: July 21, 2006**

RESPONSE

The Postal Service has not been able to replicate the results provided in Attachment 1. Nevertheless, it should be noted that twenty-two of the results in Attachment 1 are variabilities less than 100 percent. The Postal Service will provide corrected results for Attachment 1 as warranted.

Not all of the variabilities in the "structural cost equations" used in the END model yield variabilities less than 100 percent, however, the weighted average variability for the BY 2005 models is 85 percent. See Docket No. R2006-1, USPS-T-12 at 3.

- a. The cost functions described in VPIUSPS-TI-21 were not estimated by size-based subsets of the data but rather over the full range of data. Thus, the Postal Service does not have a set of results similar to those presented in the question with which it could complete Attachment 2.

With respect to the table requested for Attachment 2, please note that the productivities, variabilities, and calculations of marginal time (workhours) per piece handling at the operation level employed in the BY 2004 CRA models that were the source for the END model was provided at Docket No. R2005-1, Tr. 511452.

- b. The Postal Service's BY 2004 mail processing cost variability models are the sources for the linearized equations in the END model. Thus, the full data sets and estimation programs have been provided in Section I of USPS-LR-K-56

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
PRESIDING OFFICER'S INFORMATION REQUEST NO. 6, QUESTION 1
Revised: July 21, 2006**

RESPONSE to Question 1 (continued):

(Docket No. R2005-1). The time period covered by the data set is FY 1999-FY 2004.

- c. As indicated in the response to part (a), the mail processing variability models were not estimated by size category. The Commission's approach appears to have some potentially serious deficiencies, particularly in that its methods will not ~~(in general) assign all observations for a facility to the same size category,~~ seasonal fluctuations in piece handlings may affect the size classification, and facilities will not necessarily be assigned to the same size category (or categories) across operations.

The Postal Service has investigated methods that address these potential deficiencies. The results are reflected in the attached spreadsheet. The refined results, expanded to include AFSM operations (not reported in the Commission's Attachment 1) show similar evidence for the existence of economies of density to the models used in the Postal Service's BY 2005 CRA. Overall, only seven of the thirty-three elasticities differ by statistically significant amounts from the estimates used in the CRA; none of those exceed 100 percent. Six of the eight elasticities exceeding 100 percent occur in operations where the Postal Service's estimated elasticity for the CRA is within one standard error of 100 percent, and no elasticities exceed 100 percent by a statistically significant amount.

Attachment to Supplemental Response to POIR 6 Q 1 --Revised 7/27/06

[1] Operation	[2] TPH/TPF cutoffs	131 Elasticity PRC Attachment 1	141 Elasticity Corrected. w/ Size Categories by Site ID	151 Standard Error
D/BCS Incoming				
Small	<=72537	0.53702	0.752	0.145
Medium	72537 to 156422	1.15008	0.819	0.092
Large	>156422	0.753747	0.734	0.100
D/BCS Outgoing				
Small	<=14456	0.570698	0.753	0.084
Medium	14456 to 56826	0.725645	1.011	0.065
Large	>56826	1.32706	1.057	0.079
FSM/1000				
Small	<=11885	1.49201	0.822	0.083
Medium	11885 to 30965	0.551178	0.892	0.066
Large	>30965	0.801015	0.654	0.092
SPBS				
Small	<=2314	0.687394	0.845	0.070
Medium	2314 to 5415	1.09805	0.657'	0.082
Large	>5415	-0.171569	0.853	0.069
Manual Flats				
Small	<=1438	1.16158	1.518	0.301
Medium	1438 to 3437	0.931318	0.635'	0.114
Large	>3437	0.254093	0.716'	0.103
Manual Letters				
Small	<=6078	-1.54237	0.934	0.131
Medium	6078 to 14446	0.073337	0.784	0.437
Large	>14446	0.822586	0.16*	0.099
Manual Parcels				
Small	<=253	1.28123	0.307'	0.154
Medium	253 to 666	-9.23005	1.778	0.965
Large	>666	1.01047	0.957	0.545
Manual Priority				
Small	<=432	3.51535	2.880	3.210
Medium	432 to 1477	-18.8484	0.660	0.081
Large	>1477	0.168578	0.339	0.289
Cancellation				
Small	<=13161	0.954874	0.857*	0.101
Medium	13161 to 29361	0.237738	0.198'	0.122
Large	>29361	-1.22148	0.356	0.185
AFSM 100				
Small	<=20000	n/a	1.101	0.108
Medium	20000 to 45000	n/a	1.094	0.104
Large	>45000	n/a	1.135	0.145

Attachment to Supplemental Response to POIR 6 Q 1 --Revised 7/27/06

'Differs from BY 2005 elasticity at 5% significance level *or* better

** TPH/Hour for manual and cancellation operations

Attachment to Supplemental Response to POIR 6 Q 1 --Revised 7/27/06

[6]	[7]	[8]	[9]
Productivity (TPF/Hour**, FY 2005. Median by Size Group)	Marginal Productivity [6]/[4]	BY 2005 Elasticity	BY 2005 Std. Error
9,931	13,206	0.820	0.070
9,285	11,337		
8,380	11,417		
		1.060	0.060
9,820	13,041		
9,836	9,729		
7,908	7,482		
		0.780	0.050
7,382	8,981		
7,125	7,988		
5,304	8,110		
		0.720	0.030
591	786		
601	745		
586	933		
		0.870	0.050
330	391		
293	446		
294	345		
		0.890	0.090
463	305		
506	797		
433	605		
		0.940	0.070
776	831		
621	792		
492	3,075		
		0.800	0.180
211	687		
295	166		
338	353		
		0.750	0.090
274	95		
326	494		
354	1,044		
		0.500	0.070
4,140	4,831		
3,834	19,364		
3,350	9,410		
		0.990	0.080
2,094	1,902		
2,028	1,854		
1,983	1,747		

RESPONSE OF UNITED STATES POSTAL SERVICE TO PRESIDING
OFFICER'S INFORMATION REQUEST NO. 7

Revised: September 14, 2006

Question ■

During oral cross examination witness Shah stated that the Postal Service created "a three digit to three digit volume map...for the purposes of this modeling." Tr. 2/241. Commissioner Goldway asked the Postal Service to provide this volume map for both the current network and the future network. Mr. Tidwell said that the Service could provide that information. Tr. 2/313-14. Accordingly, please provide the three-digit to three-digit volume map that was created to reflect the current network and the three-digit to three-digit volume map that has resulted from the latest run of the END models.

RESPONSE

See USPS Library Reference N2006-1/25.

As indicated by witness Shah at Tr. 2/170:

the reason we're not sure or absolutely sure about the number of these local and destinating processing centers is basically because the volume, mail volume and trends, are unknown to use about the future.

For purposes of the END model, the Postal Service does not attempt to estimate or project changes in mail volumes flowing between particular 3-digit ZIP Code pairs. The Postal Service uses current ODIS/RPW data, such as those which were utilized to create USPS Library Reference N2006-1/25, and assumes those data to reflect ZIP-to-ZIP mailflow volumes in the future.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICER'S INFORMATION REQUEST NO. 7**

2. The END Independent Verification & Validation (IV&V) Team Draft Report, says [o]ther than an assumption made with respect to the cost per square foot of expanding a facility, the Optimization Model does not take into consideration the capital investments that may be required for any new equipment, relocation of assets, or retrofitting of facilities. These investment decisions will need to be weighed against potential savings as part of the normal capital investment process.

Supplemental Response of the United States Postal Service to Presiding Officer's Information Request No. 4, Question 6.c., states,

The End models look at total network costs/savings that result from the systemic network change prescribed by the concept being modeled, not individual components of that concept. The estimated savings that could be attributed to the theoretical network ... is approximately \$ 750 million.

- a. Is this estimated savings amount net of all costs incurred to convert the current network to the future network?
- b. Does this amount represent a one-time or an annual savings?
- c. How was the \$ 750 million figure derived? For example, is it the sum of estimated savings for each individual mail processing operation at each facility that undergoes consolidation?

RESPONSE:

- a. No, as previously stated in response to POIR 4 Question 6(c), any capital investment would be required to follow existing procedures for approval.
- b. Annual savings.
- c. No. The \$750 million is the difference between the total operating cost of the existing and proposed future networks

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICER'S INFORMATION REQUEST NO. 7**

3. During the hearing on July 18, 2006, witness Shah said, "[t]he 100 [possible Regional Distribution Centers (RDCs)] is an upper boundary range based on the constraints the organization faces in terms of capital." Tr. 2/173

- a. How much capital does the Postal Service estimate **would** be required to convert 100 facilities to RDCs?
- b. Is there a difference between the estimated average cost of converting a P&DC to an RDC and the estimated average cost of converting a BMC to an RDC? If so, what is the difference?

RESPONSE:

- a. To clarify that response, the capital constraints may require the Postal Service to have more, not fewer RDCs than those modeled. If capital constraints limit investments, the number of RDCs will increase, reducing the level of consolidation to allow the operations to fit in existing space
- b. While the Postal Service does not have estimates of the cost of converting P&DCs to RDCs, it would be safe to assume that, in most cases the BMC conversion would cost more, given the size and type of fixed equipment in BMCs. However, much of the BMC revitalization work would be required whether or not the BMC was converted to an RDC or not.

**RESPONSE OF UNITED STATES POSTAL SERVICE TO PRESIDING
OFFICER'S INFORMATION REQUEST NO. 7**

Question 4

In attempting to estimate the mail processing variability models by size category, the Response of the United States Postal Service to POIR No. 6, Question 1 (Revised: July 21, 2006) suggested that when partitioning the dataset, vv9905.xls, into size categories (and estimating variability models by size category), methods should be used that will:

assign all observations for a facility to the same size category:

insure that seasonal fluctuations in piece handlings will not affect the size classification: and

ensure that facilities will be assigned to the same size category (or categories) across operations.

The Postal Service's response asserts that it has investigated methods that overcome these methodological problems. Please explain in **full** detail how this was done. Include all changes made to the TSP programs, and all manipulations within the vv9905.xls data file.

RESPONSE

While the Postal Service investigated the three criteria listed in the question, only the first two were implemented for the results provided in the response to POIR No. 6, Question 1. It is not uncommon for sites to have proportionally larger operations for some cost pools than for others, particularly across shapes. Also, this approach minimized differences with the Commission's size classifications from POIR No. 6, Question 1. It should, however, be understood that the identities of facilities in the various size categories need not be the same in all operations.

**RESPONSE OF UNITED STATES POSTAL SERVICE TO PRESIDING
OFFICER'S INFORMATION REQUEST NO. 7**

RESPONSE to Question 4 (continued):

Using a site-specific size measure, rather than operation-specific size measures such as operation-level TPF, the procedures described below can be straightforwardly modified to implement all three criteria.

The first two features are implemented by the following code fragment, referenced in N2006-1/LR-22 and present in the TSP programs therein:

```
? Calculates facility size category
  smpl 1 n_obs;
  size1.=0;
  smplif(size.>0);
  size1.=1;
  smpl 1 n_obs;
  panel(mean,noreg,id=idnum) size.;
  mat work = @mean#e32;
  unmake work sizeavg1.;
  panel(mean,noreg,id=idnum) size1.;
  mat work = @mean#e32;
  unmake work sizeavg2.;
? Adjusts for average category value for zero obs
  sizeavg. = 0;
  smplif (sizeavg2.>0);
  sizeavg. = sizeavg1./sizeavg2.;
? Assigns site to nearest category
  sizeavg. = round(sizeavg.);
  panel (mean,noreg,id=idnum) idnum sizeavg.;
```

The variable "size." is a categorical variable indicating the observation-level size category assignment, using the cutoffs from POIR No. 6, Question 1. (In this code, the operation group number substitutes for the periods in the execution of the code loop.) This variable takes on values of 0, 1, 2, and 3 for, respectively, zeroes and the small, medium, and large categories. These variables were computed from the data in Docket No. R2006-1, USPS-LR-L-56, and collected in a spreadsheet file, 'prosize.xls,' which is attached to this response

**RESPONSE OF UNITED STATES POSTAL SERVICE TO PRESIDING
OFFICERS INFORMATION REQUEST NO. 7**

RESPONSE to Question 4 (continued):

The TSP command:

```
panel (mean,noreg,id=idnum) size.;
```

computes the average size category by site (including zeroes), and the command:

```
panel (mean,noreg,id=idnum) size1.;
```

computes a correction factor by site to eliminate the effect of observations in the zero category, used in the calculation of the "sizeavg." variable. The averaging procedure eliminates within-site variation, including seasonal variation. Then, "sizeavg." is rounded to the nearest category value. The effect of these calculations is that all observations for a given combination of operation group and site are assigned to a common size category.

Finally, the TSP command:

```
panel (mean,noreg,id=idnum) idnum sizeavg.;
```

reports the final assigned size category by site ID number for each operation group.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICER'S INFORMATION REQUEST NO. 7**

5. Please provide a detailed audit trail (i.e., a step-by-step process, including cites to sources) showing how the Postal Service derived the three linear cost equations for the AFSM-100, and the three linear cost equations for the manual flats operation, provided in response to Presiding Officer's Ruling No. N2006-1/23, from the corresponding equations at pages 42-44 of witness Bozzo's testimony in Docket No. R2005-1. Please provide a similar audit trail for the three linear equations for the APPS operation that was provided in response to Presiding Officer's Ruling No. N2006-1/23. Please identify the datasets that were used, how the TPH cut-offs for small, medium, and large operations were determined, and how the costs in dollars were estimated.

RESPONSE

A. THE STEP BY STEP PROCESS FOR CALCULATING THREE PIECE LINEAR APPROXIMATION FOR THE AFSM 100 EQUATION

Step 1: Obtain estimated coefficients for the equation.

The estimated coefficients for the AFSM 100 nonlinear equation were obtained from witness Bozzo in a document entitled, "NIA-Results.doc." They are reproduced below:

InTPH	-1.08399
InTPH SQ	0.044006
TREND	0.069896
TREND SQ	-1.14E-03
In DEL. POINTS	17.3708
In DEL.PONTSS SQ	-0.627112
In CAPITAL	0.179482
In CAPITAL sq	0.05302
In WAGE	2.9987
In WAGE SQ	0.172177
InTPH * TREND	-4.64E-03
InTPH * In DEL. POINTS	0.061612
InTPH * LN CAPITAL	0.025865
InTPH * In WAGE	-0.199126
TREND * In DEL. POINTS	9.11E-03
TREND * In WAGE	-0.025366
In DEL. POINTS * In CAPITAL	-0.11992
In DEL. POINTS * In WAGE	0.089783
In CAPITAL * LN WAGE	-0.123631
QTR2	8.35E-03
QTR3	2.64E-03

QTR4	-7.29E-03
lnTPH -1	-0.826931
lnTPH -2	0.688921
lnTPH -3	0.332239
lnTPH -4	0.022793
lnTPH SQ -1	0.046321
lnTPH SQ -2	-0.031016
lnTPH SQ -3	-0.013082
lnTPH SQ -4	-6.72E-04

Step 2: Calculate form of the equation in levels.

The form of the **AFSM 100** equation estimated by witness Bozzo is translog. This means the equation has following general form:

$$\ln y = \ln \alpha + \beta_1 \ln x + \beta_2 \ln x^2 + \beta_3 \ln z + \beta_4 \ln z^2 + \beta_5 \ln x \ln z.$$

Where y is hours, x is piece handlings and z represents the other non-workload variables. Note that deriving the linear approximation requires using only those variables that involve workload. In addition, the END model is in levels, not logs, so the translog equation must be expressed in levels using anti-logs. Thus, the initial expressions required for deriving the linear approximation is given by:

$$y = e^{(\ln \alpha + \beta_1 \ln x + \beta_2 \ln x^2 + \beta_5 \ln x \ln z)}$$

Using the rules for the exponential function allows one to simplify the expression:

$$y = e^{(\ln \alpha)} e^{(\beta_1 \ln x + \beta_2 \ln x^2)} e^{(\beta_5 \ln x \ln z)}$$

or:

$$y = \alpha x^{\beta_1} x^{(\beta_2 \ln x)} x^{(\beta_5 \ln z)}$$

No documents were used in this step.

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Step 3: Identify ranges for each of the 3 approximations.

The ranges for the "small," "medium," and "large" operations are based upon the MODS data for 2004 for the operation. The average quarterly values for piece handlings for the MODS facilities included in the END model were arrayed from smallest to largest. Then the 5%, 25%, 50%, 75% and 95% values were identified. Those values are provided below:

Distribution Point	Value
5%	9,046.7
25%	13,928.6
50%	24,587.6
75%	41,511.4
95%	71,797.3

The three ranges are then defined as follows:

"Small" 5% to 25%

"Medium" 25% to 75%

"Large" 75% to 95%

No documents were used in this step

Step 4: Calibrate equation to operational data.

The AFSM 100 equation has the following nonlinear form, in levels, in the workload variable:

$$y = \alpha x^{\delta_1} x^{\delta_2 \ln x} x^{\delta_3 t} \prod_{i=1}^4 x^{(\delta_{i+3} \ln z_i)}$$

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Where x is piece handlings, t is the time trend and the components of the z vector are wages, capital, delivery points, and the manual ratio. Once the form of the equation is established, it can be calibrated. The first step in the calibration is to center the overall equation on the 2004 workload data for the operation. This is done by entering mean values for the various z variables and the median value for piece handlings into the equation and computing the implied value for hours. This implies a corresponding value for productivity (x/y).

Calibration then requires adjusting the value for a until the projected productivity at the median level of piece handlings closely approximates the value of productivity found by taking the ratio of median x to median y . Of course, this provides a projected value for y which is quite close to median y .

No documents were used in this step.

Step 5: Calculate variable coefficients for each of the three ranges.

A linear approximation, by definition, has a constant slope. That slope measures how time and, therefore, cost varies with workload. Thus, a single value must be calculated for the slope of the linear approximation. That value is termed the "variable" coefficient. To calculate the variable coefficient, a level of granularity for each range must be established. A granularity of twenty steps was chosen. This means the calculation of the overall variable coefficient will depend upon the calculation of the marginal time for twenty changes in values within each range. Note that marginal times can only be calculated for changes in piece handlings, by definition. The twenty individual steps are

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calculated in the same way for each range. They are calculated according to the following formula

$$\sigma_i = \frac{\text{Max}_i - \text{Min}_i}{20}$$

This formula produced the following steps for each of the ranges:

Range	σ
Small	244.1
Medium	1,379.1
Large	1,514.3

Once the steps have been calculated, the marginal times can then be calculated for all three ranges. In other words, twenty marginal times were calculated for the small range, 20 marginal times were calculated for the medium range, and 20 marginal times were calculated for the large range. The variable coefficient for a range is simply the average of the twenty calculated marginal times within that range. Below are the calculated coefficients for each of the three ranges for the AFSM 100 equation:

Range	Variable Coefficient
Small	0.3272
Medium	0.2363
Large	0.1825

These coefficients measure marginal hours per additional 1000 piece handlings

No documents were used in this step.

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Step 6: Calibrate the core coefficient for each range.

Once the variable coefficients have been calculated, the "intercept" or core coefficient must be calibrated for each of the three approximations. This calibration is done in a manner similar to the initial calibration of the overall nonlinear equation. Within each range, the total hours associated with the various levels of piece handlings were projected by using the variable coefficient. Then, for the central value of piece handlings for each range, this projected value (based upon the linear approximation) was compared with the value projected from the nonlinear equation. The difference between the two was used to establish the core coefficient. Note that core coefficients were required to end in either a "0" or a "5" to emphasize the fact that these are calibrated values that have no foundation apart from what is already embodied in the nonlinear equation. The calibrated core coefficients for the AFSM 100 are given below:

Range	Core Coefficient
Small	5,160
Medium	6,525
Large	8,460

No documents were used in this step.

Step 7: Convert Time Values to Dollar Values.

The analysis so far has been done in terms of hours. To convert it to dollars, a rate of \$35 per hour was used. In addition, the core coefficients are quarterly and were

AFSM 100	Hours	5160	0.3272	6525	0.2363	8460	0.1825
	Dollars	\$722,400	\$11.45	\$913,500	\$8.27	\$1,184,400	\$6.39

No documents were used in this step.

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B. THE STEP BY STEP PROCESS FOR CALCULATING THREE PIECE LINEAR APPROXIMATION FOR THE MANUAL FLATS EQUATION

Step 1: Obtain estimated coefficients for the equation.

The estimated coefficients for the manual flats nonlinear equation were obtained from witness Bozzo in a document entitled, "NIA-Results.doc." They are reproduced below:

Variable	Coefficient
C	2.39327
ln TPH	0.903388
TREND	-8.26E-03
ln DEL. POINTS	-0.05812
ln CAPITAL	0.019999
ln WAGE	-0.043835
QTR2	0.068513
QTR3	0.019071
FY00	-0.044893
FY01	-0.051313
	-0.015997
	-3.40E-03
FY04	0
TECH05	1.71E-03
TECH06	0.05197
TECH39	0.044936

Step 2: Calculate form of the equation in levels.

The form of the manual flats equation estimated by witness Bozzo is "double log." This means the equation has following general form:

$$\ln y = \ln \alpha + \beta_1 \ln x + \beta_3 \ln z$$

Note that there is only one term in workload, x. This makes calculation of the equation in levels straightforward:

$$y = \alpha x^{\beta_1}$$

No documents were used in this step.

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Step 3: Identify ranges for each of the 3 approximations.

The ranges for the "small," "medium," and "large" operations are based upon the MODS data for 2004 for the operation. The average quarterly values for piece handlings for the MODS facilities included in the END model were arrayed from smallest to largest. Then the 5%, 25%, 50%, 75% and 95% values were identified. Those values are provided below:

Distribution Point	Value
5%	202.7
25%	859.9
50%	1,642.7
75%	2,897.8
95%	7,683.1

The three ranges are then defined as follows:

"Small" 5% to 25%
 "Medium" 25% to 75%
 "Large" 75% to 95%

No documents were used in this step.

Step 4: Calibrate equation to operational data.

The manual flats equation has the following nonlinear form, in levels, in the workload variable

$$y = \alpha x^{\delta_i}$$

Here, x represents piece handlings. Once the form of the equation is established, it can be calibrated. The first step in the calibration is to center the overall equation on the

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2004 workload data for the operation. This is done by entering the median value *for* piece handlings into the equation and computing the implied value for hours. This implies a corresponding value for productivity (x/y). Calibration then requires adjusting the value for *a* until the projected productivity at the **median** level of piece handlings closely approximates the value *of* productivity found by taking the ratio of median *x* to median *y*. Of course, this provides a projected value for *y* which is quite close to median *y*.

No documents were used in this step.

Step 5: Calculate variable coefficients for each of the three ranges.

A linear approximation, by definition, has a constant slope. That slope measures how time and, therefore, cost varies with workload. Thus, a single value must be calculated for the slope of the linear approximation. That value is termed the "variable" coefficient. To calculate the variable coefficient, a level *of* granularity for each range must be established. A granularity of twenty steps was chosen. This means the calculation of the overall variable coefficient will depend upon the calculation of the marginal time for twenty changes in values within each range. Note that marginal times can only be calculated for changes in piece handlings, by definition. The twenty individual steps are calculated in the same way for each range. They are calculated according to the following formula:

$$\sigma_i = \frac{\text{Max}_j - \text{Min}_j}{20}$$

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This formula produced the following steps for each of the ranges

Range	Step
Small	32.9
Medium	101.9
Large	239.3

Once the steps have been calculated the marginal times can then be calculated for all three ranges. In other words, twenty marginal times were calculated for the small range, 20 marginal times were calculated for the medium range and 20 marginal times were calculated for the large range. The variable coefficient for a range is simply the average of the twenty marginal times within each range. Below are the calculated coefficients for each of the three ranges for the manual flats equation:

	Variable Coefficient
Small	2.1361
Medium	1.8913
	<u>1.7051</u>

These coefficients measure marginal hours per additional 1000 piece handlings.

No documents were used in this step

Step 6: Calibrate the core coefficient for each range.

Once the variable coefficients have been calculated, the "intercept" or core coefficient must be calibrated for each of the three approximations. This calibration is done in a

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manner similar to the initial calibration of the overall nonlinear equation. Within each range, the total hours associated with the various levels of piece handlings were projected by using the variable coefficient. Then, for the central value of piece handlings for each range, this projected value (based upon the linear approximation) was compared with the value projected from the nonlinear equation. The difference between the two was used to establish the core coefficient. Note that core coefficients were required to end in either a "0" or a "5" to emphasize the fact that these are calibrated values that have no foundation apart from what is already embodied in the nonlinear equation. The calibrated core coefficients for the manual flats operation are given below:

Range	Core Coefficient
Small	
Medium	

No documents were used in this step.

Step 7: Convert Time Values to Dollar Values.

The analysis so far has been done in terms of hours. To convert it to dollars, a rate of \$35 per hour was used. In addition, the core coefficients are quarterly and were there multiplied by four to convert to an annual basis. This final step produces the coefficients provided in response to Presiding Officer's Ruling No. N2006-1/23.

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Manual Flats	Hours	110	2.1361	335	1.8913	880	1.7051
	Dollars	\$15.400	\$74.76	\$46,900	\$66.20	\$123,200	\$59.68

No documents were **used** in this **step**.

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c. THE STEP BY STEP PROCESS FOR CALCULATING THREE PIECE LINEAR APPROXIMATION FOR THE APPS EQUATION

Step 1: Obtain estimated coefficients for the equation.

Because it was a new technology, the Postal Service did not have sufficient experience with the APPS operation to permit witness Bozzo to estimate an equation for the operation. Thus, a proxy had to be selected. The SPBS operation was selected. According to witness Bozzo's Docket No. R2005-1 testimony (USPS-T-12 at 49), the variability for the SPBS operation was 0.77. This value was applied to APPS operation.

Step 2: Calculate form of the equation in levels.

Because it uses the least number of borrowed coefficients and requires the fewest assumptions about coefficients, the form of the APPS equation is assumed to be double log. This means the equation has following general form:

$$\ln y = \ln a + \beta_1 \ln x + \beta_2 \ln z$$

Note that there is only one term in workload, x. This makes calculation of the equation in levels straightforward:

$$y = a x^{\beta_1}$$

No documents were used in this step.

Step 3: Identify ranges for each of the 3 approximations

The ranges for the "small," "medium," and "large" operations could not be based upon the MODS data for 2004 for the APPS operation, as it was a new technology. Instead, the ranges were based upon the operations that were assumed to move to the APPS

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operation: the manual Priority operation is the manual parcel operation. The ranges were based upon the sums of the piece handlings for these operations. The average quarterly values for piece handling for the MODS included in the END model were arrayed from the 5th to the 95th, the 25%, 50%, 75% and 95% values were identified. The values are provided below:

Distribution	
Point	Value
5%	136.6
25%	630.6
50%	1,433.4
75%	3,381.9
95%	13,110.2

The three ranges are then defined as follows:

"Small" 5% to 25%

"Medium" 25% to 75%

"Large" 75% to 95%

No documents were used in this step

Step 4: Calibrate equation to operational data.

The APPS equation has the following nonlinear form, in levels, in the workload variable:

$$y = \alpha x^6$$

Here, x represents piece handlings. Once the form of the equation is established, it can be calibrated. The first step in the calibration is to center the overall equation on the 2004 workload data for the operation. This is done by entering the median value for piece handlings into the equation and computing the implied value for hours. This

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implies a corresponding value for productivity (x/y). Calibration then requires adjusting the value for a until the projected productivity at the median level of piece handlings closely approximates the value of productivity found by taking the ratio of median x to median y. Of course, this provides a projected value for y which is quite close to median y.

No documents were used in this step.

Step 5: Calculate variable coefficients for each of the three ranges.

A linear approximation, by definition, has a constant slope. That slope measures how time and, therefore, cost varies with workload. Thus, a single value must be calculated for the slope of the linear approximation. That value is termed the "variable" coefficient. To calculate the variable coefficient, a level of granularity for each range must be established. A granularity of twenty steps was chosen. This means the calculation of the overall variable coefficient will depend upon the calculation of the marginal time for twenty changes in values within each range. Note that marginal times can only be calculated for changes in piece handlings, by definition. The twenty individual steps are calculated in the same way for each range. They are calculated according to the following formula:

$$\sigma_i = \frac{\text{Max}_j - \text{Min}_j}{20}$$

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This formula produced the following steps for each of the ranges

Range	Step
Small	494.0
Medium	2,751.3
Large	9,728.3

Once the steps have been calculated, the marginal times can then be calculated for all three ranges. In other words, twenty marginal times were calculated for the small range, 20 marginal times were calculated for the medium range and 20 marginal times were calculated for the large range. The variable coefficient for a range is simply the average of the twenty marginal times within each range. Below are the calculated coefficients for each of the three ranges for the **APPS** equation:

Range	Variable Coefficient
Small	2.1759
Medium	1.6588
Large	1.2314

These coefficients measure marginal hours per additional 1000 piece handlings.

No documents were used in this step.

Step 6: Calibrate the core coefficient for each range.

Once the variable coefficients have been calculated, the "intercept" or core coefficient must be calibrated for each of the three approximations. This calibration is done in a

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manner similar to the initial calibration of the overall nonlinear equation. Within each range, the total hours were associated with the various levels of piece handlings were projected by using the variable coefficient. Then, for the central value of piece handlings for each range, this projected value (based upon the linear approximation) was compared with the value projected from the nonlinear equation. The difference between the two was used to establish the core coefficient. Note that core coefficients were required to end in either a "0" or a "5" to emphasize the fact that these are calibrated values that have no meaning apart from what is already embodied in the nonlinear equation. The calibrated core coefficients for the **APPS** operation are given below:

Range	Core Coefficient
Small	410
Medium	1,010

No documents were used in this step.

Step 7: Convert Time Values to Dollar Values.

The analysis so far has been done in terms of hours. To convert it to dollars, a rate of \$35 per hour was used. In addition, the core coefficients are quarterly and were multiplied by four to convert to an annual basis. This final step produces the coefficients provided in response to Presiding Officer's Ruling No. N2006-1/23.

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APPS	Hours	410	21759	1010	16588	2735	12314
	Dollars	\$57,400	\$76 15	\$141,400	\$58.06	\$382,900	\$43 10

No documents were used in **this step**

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6. Supplemental Response of the United States Postal Service to Presiding Officer's Information Request No. 4, Question 6.d., states that the theoretical network "could result in the upgrade of 2,507 and downgrade of 2,701 First-class pairs. Recognizing that this number is theoretical and subject to change, please provide the aggregate volume associated with the upgraded pairs and the aggregate volume associated with the downgraded pairs.

RESPONSE:

The total aggregated First-class Mail Single Piece Letter volume estimate for the upgrade of 2,507 First-class Mail origin-destination pairs is 183,863,687 out of approximately 42 billion pieces and the total aggregated First-class Mail Single Piece Letter volume estimated for the downgrade of 2,701 origin-destination pairs is 834,527,579 pieces out of approximately 42 billion pieces.

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7. For each facility pair, both losing and gaining, identified in the consolidation opportunity list submitted in response to the question posed to witness Williams by the Office of The Consumer Advocate at the hearings, Tr. 3/566, please provide the size classification **by** operation, the **FY** 2005 productivity by operation, and the operations being considered for consolidation.

RESPONSE:

The referenced Opportunity List reflects facilities that were identified in the latter half of 2005 as candidates for study to determine -- through the AMP process as it is utilized under END -- whether potential opportunities for operational consolidation exist among these facilities. It should be emphasized that not all of the 139 candidate facilities were identified by the END optimization model. Many of the candidate facilities were suggested by Area and District managers in their zeal to be as responsive as possible to a request that they propose consolidation opportunity targets that might be considered as part of the END initiative.

As is clear from the Opportunity List and the Attachment to this response, a number of the proposed candidates are not Function 1 mail processing plants, which are the primary focus of the END initiative. In some cases, the facilities identified by the field, whether mail processing plants or Function 4 post offices and retail units, have been circulated as AMP candidates for at least several years before 2005. The Opportunity List was designed to create a pool from which the first wave of END-related AMP candidates would be selected. It would be a mistake to assume *that* this Opportunity List reflects a determination by postal management to draw only from these facilities in determining the next

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RESPONSE to Question 7 (continued):

wave or the next several waves of END-related consolidation candidates, or other non-END-related AMP opportunities.

The Opportunity List identifies specific facilities as potential "losing" and "gaining" facilities. However, the ultimate determination of which specific operations at a candidate "losing" facility on that list should be considered for consolidated as part of an END-related AMP does not occur at or in conjunction with the development of that list. That determination is made as part of an AMP feasibility study. Thus, even if the END optimization model suggests that a consolidation of Plant A's originating operations into Plant B be considered, and that proposal appears on the Opportunity List, the actual determination of whether the feasibility of that option is studied through the AMP process as a part of END takes place as Headquarters reviews END model-generated facility pairs and engages the affected Area offices in the iterative process of determining -- often with the assistance of END simulation modeling -- which facilities will be designated as "losing" and "gaining," and which type of consolidation (originating, destinating, or full) may be feasible to study. The AMP opportunity ultimately queued for study is not always the one suggested by the model. The identity of the gaining facility may change. The nature of the AMP to be studied (originating, destinating, or **full**) also may change. The same is true for Opportunity List AMP candidates nominated by the Area and District managers.

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RESPONSE to Question 7 (continued):

It is through this secondary process that the USPS-T-2 Attachment list of the first 41 END-related AMP consolidation opportunities was developed. Thus, it would be a mistake to assume that the specific AMP proposal (Plant A into Plant B; or originating, destinating, or full) that ultimately gets subjected to AMP review as a part of END is reflected in the Opportunity List or was specifically decided when that particular list was drawn up.

As the Postal Service goes back to the Opportunity List or otherwise continues the iterative secondary process described above for the next wave of AMP candidates, *that* process will identify which facilities to examine and will lead to determinations regarding whether to study the feasibility of originating, destinating, or full consolidations. Accordingly, for the facilities on the Opportunity List that do not appear on the Attachment to USPS-T-2 and that have yet to be queued **up** for study, there is currently no list of operations at each facility that can be said to be definitively subject to consolidation.

The question requests a size classification for each operation at each of the facilities on the Opportunity List. The END optimization model identifies the segment of the cost curve the operation falls on, which have been identified for the purposes of modeling as Small, Medium and Large. The following Attachment provides the size by shape operation for those facilities identified as

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candidate sites through the END initiative. If an operation is not performed at a given facility based on the data used to generate the list, it is identified as "NO. For further clarification for how sizes and costs relate within the END optimization model, see the response to Question 6 of Presiding Officer's Ruling No. N2006-1/37.

The attached spreadsheet reflects responsive data for the Function 1 facilities on the Opportunity List. Function 1 facilities are mail processing plants at which MODS data are collected. MODS is not used to collect or manage data for the Function 4 delivery and retail facilities reflected on the Opportunity List. No database similar to MODS exists for these Function 4 facilities. Accordingly, similar data do not exist.

AMP Name	Modelled?	FLAT Size	LITR Size	PRCL Size	PRTY Size	AMP Name	To	Modelled?	FLAT Size	LITR Size	PRCL Size	PRTY Size
ALEXANDRIA (LA) PO	Not identified through END Modelling					LAFAYETTE (LA) P&DF	LAFAYETTE (LA) P&DF	Not identified through END Modelling				
SALISBURY (MD)	Not identified through END Modelling					EASTERN SHORE (MD) P&DF	EASTERN SHORE (MD) P&DF	Not identified through END Modelling				
BECKLEY (WV)	Not identified through END Modelling					CHARLESTON (WV) P&DF	CHARLESTON (WV) P&DF	Not identified through END Modelling				
CARBONDALE (IL)	Not identified through END Modelling					SAN LOUIS (MO) P&DF	SAN LOUIS (MO) P&DF	Not identified through END Modelling				
CENTRALIA (IL)	Not identified through END Modelling					SAN LOUIS (MO) P&DF	SAN LOUIS (MO) P&DF	Not identified through END Modelling				
EFFINGHAM (IL)	Not identified through END Modelling					CHAMPAIGN / SPRINGFIELD (IL) P&DF	CHAMPAIGN / SPRINGFIELD (IL) P&DF	Not identified through END Modelling				
PLATTSBURG (NY) MPO	Not identified through END Modelling					ALBANY (NY) P&DF	ALBANY (NY) P&DF	Not identified through END Modelling				
ALAMOSORDO (NM)	Not identified through END Modelling					EL PASO (TX) P&DF	EL PASO (TX) P&DF	Not identified through END Modelling				
LAS CRUCES (NM)	Not identified through END Modelling					EL PASO (TX) P&DF	EL PASO (TX) P&DF	Not identified through END Modelling				
BATESVILLE (AR) PO	Not identified through END Modelling					LITTLE ROCK (AR) P&DF	LITTLE ROCK (AR) P&DF	Not identified through END Modelling				
BROWNWOOD (TX) PO	Not identified through END Modelling					AUSTIN (TX) P&DF	AUSTIN (TX) P&DF	Not identified through END Modelling				
CARRIZO (NM) PO	Not identified through END Modelling					EL PASO (TX) P&DF	EL PASO (TX) P&DF	Not identified through END Modelling				
CLAVIS (NM)	Not identified through END Modelling					LUBBOCK (TX) P&DF	LUBBOCK (TX) P&DF	Not identified through END Modelling				
DURANT (OK) PO	Not identified through END Modelling					NORTH TEXAS (TX) P&DF	NORTH TEXAS (TX) P&DF	Not identified through END Modelling				
FARMINGTON (NM) PO	Not identified through END Modelling					ALBUQUERQUE (NM) P&DF	ALBUQUERQUE (NM) P&DF	Not identified through END Modelling				
HARRISON (TX) PO	Not identified through END Modelling					LITTLE ROCK (AR) P&DF	LITTLE ROCK (AR) P&DF	Not identified through END Modelling				
HOUMA (LA) PO	Not identified through END Modelling					BATON ROUGE (LA) P&DF	BATON ROUGE (LA) P&DF	Not identified through END Modelling				
JONESBORO (AR) PO	Not identified through END Modelling					MEMPHIS (TN) P&DF	MEMPHIS (TN) P&DF	Not identified through END Modelling				
MANDEVILLE (LA) PO	Not identified through END Modelling					BATON ROUGE (LA) P&DF	BATON ROUGE (LA) P&DF	Not identified through END Modelling				
ROSWELL (NM) PO	Not identified through END Modelling					LUBBOCK (TX) P&DF	LUBBOCK (TX) P&DF	Not identified through END Modelling				
RUSSELLVILLE (AR) PO	Not identified through END Modelling					EAST TEXAS (TX) P&DF	EAST TEXAS (TX) P&DF	Not identified through END Modelling				
TEXARKANA (AR & TX)	Not identified through END Modelling					EL PASO (TX) P&DF	EL PASO (TX) P&DF	Not identified through END Modelling				
TRUTHORCONSEQUENCES (NM)	Not identified through END Modelling					AMARILLO (TX)	AMARILLO (TX)	Not identified through END Modelling				
TUCUMCARI (NM)	Not identified through END Modelling					CHEYENNE (WY) P&DF	CHEYENNE (WY) P&DF	Not identified through END Modelling				
WHEATLAND (WY) PO	Not identified through END Modelling					DAKOTAS CENTRAL (SD)	DAKOTAS CENTRAL (SD)	Not identified through END Modelling				
ABERDEEN (SD)	Not identified through END Modelling					PUEBLO (CO)	PUEBLO (CO)	Not identified through END Modelling				
ALAMOSA (CO)	Not identified through END Modelling					RAPID CITY (SD)	RAPID CITY (SD)	Not identified through END Modelling				
ALLAMANCE (NE)	Not identified through END Modelling					DES MOINES (IA)	DES MOINES (IA)	Not identified through END Modelling				
CARROLL (IA)	Not identified through END Modelling					HAYS (KS)	HAYS (KS)	Not identified through END Modelling				
COLBY (KS)	Not identified through END Modelling					DES MOINES (IA)	DES MOINES (IA)	Not identified through END Modelling				
CRESTON (IA)	Not identified through END Modelling					WATERLOO (IA)	WATERLOO (IA)	Not identified through END Modelling				
DECORAH (IA)	Not identified through END Modelling					ALBUQUERQUE (NM)	ALBUQUERQUE (NM)	Not identified through END Modelling				
DURANGO (CO)	Not identified through END Modelling					SEATTLE (WA)	SEATTLE (WA)	Not identified through END Modelling				
EVERETT (WA)	Not identified through END Modelling					DES MOINES (IA)	DES MOINES (IA)	Not identified through END Modelling				
FORT DODGE (IA)	Not identified through END Modelling					KANSAS CITY (MO)	KANSAS CITY (MO)	Not identified through END Modelling				
FORT SCOTT (KS)	Not identified through END Modelling					RAPID CITY (SD)	RAPID CITY (SD)	Not identified through END Modelling				
GILLETTE (WY)	Not identified through END Modelling					GREAT FALLS (MT)	GREAT FALLS (MT)	Not identified through END Modelling				
HAYRE (MT)	Not identified through END Modelling					WICHITA (KS)	WICHITA (KS)	Not identified through END Modelling				
HUTCHINSON (KS)	Not identified through END Modelling					WICHITA (KS)	WICHITA (KS)	Not identified through END Modelling				
INDEPENDENCE (KS)	Not identified through END Modelling					FARGO (ND)	FARGO (ND)	Not identified through END Modelling				
JAMESTOWN (ND)	Not identified through END Modelling					MEDFORD (OR)	MEDFORD (OR)	Not identified through END Modelling				
KLAMATH FALLS (OR)	Not identified through END Modelling					DOUGLAS CITY (KS)	DOUGLAS CITY (KS)	Not identified through END Modelling				
LIBERAL (KS)	Not identified through END Modelling					PIERRE (SD)	PIERRE (SD)	Not identified through END Modelling				
LIBERTY (MO)	Not identified through END Modelling					PASCO (WA)	PASCO (WA)	Not identified through END Modelling				
PENIDOTTE (OR)	Not identified through END Modelling					CASPER (WY)	CASPER (WY)	Not identified through END Modelling				
RIVERTON (WY)	Not identified through END Modelling					PUEBLO (CO)	PUEBLO (CO)	Not identified through END Modelling				
SALIDA (CO)	Not identified through END Modelling					BILLINGS (MT)	BILLINGS (MT)	Not identified through END Modelling				
SHERIDAN (WY)	Not identified through END Modelling					SIoux FALLS (SD)	SIoux FALLS (SD)	Not identified through END Modelling				
SHONDA (MN)	Not identified through END Modelling					GRAND JUNCTION (CO)	GRAND JUNCTION (CO)	Not identified through END Modelling				
GLENNWOOD SPRINGS (CO)	Not identified through END Modelling					GREAT FALLS (MT)	GREAT FALLS (MT)	Not identified through END Modelling				
HELENA (MT)	Not identified through END Modelling					FREDERICK (MD) P&DF	FREDERICK (MD) P&DF	Not identified through END Modelling				
WINCHESTER (VA) P&DF	Not identified through END Modelling					DULLES (VA) P&DF	DULLES (VA) P&DF	Not identified through END Modelling				
CHARLOTTEVILLE (VA) P&DF	Not identified through END Modelling					RICHMOND (VA) P&DF	RICHMOND (VA) P&DF	Not identified through END Modelling				
EASTON (MD)	Not identified through END Modelling					BALTIMORE (MD) P&DF	BALTIMORE (MD) P&DF	Not identified through END Modelling				
CANTON (OH) P&DF	Not identified through END Modelling					AKRON (OH) P&DF	AKRON (OH) P&DF	Not identified through END Modelling				
MANSFIELD (OH) MPO	Not identified through END Modelling					AKRON (OH) P&DF	AKRON (OH) P&DF	Not identified through END Modelling				
BLUEFIELD (WV) MPO	Not identified through END Modelling					CHARLESTON (WV) P&DF	CHARLESTON (WV) P&DF	Not identified through END Modelling				
BRISTOL (VA) MPO	Not identified through END Modelling					ROANOKE (VA) P&DF	ROANOKE (VA) P&DF	Not identified through END Modelling				
GARY (IN) P&DF	Not identified through END Modelling					SOUTH BEND (IN) P&DF	SOUTH BEND (IN) P&DF	Not identified through END Modelling				
KOKOMO (IN) P&DF	Not identified through END Modelling					INDIANAPOLIS (IN) P&DF	INDIANAPOLIS (IN) P&DF	Not identified through END Modelling				
MADISON (WI) P&DF	Not identified through END Modelling					MILWAUKEE (WI) P&DF	MILWAUKEE (WI) P&DF	Not identified through END Modelling				
CENTRAL (MA) (SCF 017) P&DF	Not identified through END Modelling					BOSTON (MA) P&DF	BOSTON (MA) P&DF	Not identified through END Modelling				
MIDDLESEX-ESSEX (MA) P&DF	Not identified through END Modelling					BOSTON (MA) P&DF	BOSTON (MA) P&DF	Not identified through END Modelling				
WATERTOWN (NY) MPO	Not identified through END Modelling					SYRACUSE (NY) P&DF	SYRACUSE (NY) P&DF	Not identified through END Modelling				
STATEN ISLAND (NY) P&DF	Not identified through END Modelling					BROOKLYN (NY) P&DF	BROOKLYN (NY) P&DF	Not identified through END Modelling				
SAN FRANCISCO (CA) P&DF	Not identified through END Modelling					SAN JOSE & OAKLAND (CA) P&DFs	SAN JOSE & OAKLAND (CA) P&DFs	Not identified through END Modelling				
ALBANY (GA)	Not identified through END Modelling					MACON (GA)	MACON (GA)	Not identified through END Modelling				
DAYTONA BEACH (FL)	Not identified through END Modelling					JACKSONVILLE (FL) P&DF	JACKSONVILLE (FL) P&DF	Not identified through END Modelling				
LAKELAND (FL) P&DF	Not identified through END Modelling					TAMPA (FL) P&DF	TAMPA (FL) P&DF	Not identified through END Modelling				
NORTH HOUSTON (TX) P&DF	Not identified through END Modelling					HOUSTON (TX) P&DF	HOUSTON (TX) P&DF	Not identified through END Modelling				
BEND (OR)	Not identified through END Modelling					EUGENE (OR)	EUGENE (OR)	Not identified through END Modelling				
COLORADO SPRINGS (CO)	Not identified through END Modelling					DENVER 808-08, PUEBLO 810 (CO)	DENVER 808-08, PUEBLO 810 (CO)	Not identified through END Modelling				
LINCOLN (NE)	Not identified through END Modelling					OMAHA (NE)	OMAHA (NE)	Not identified through END Modelling				
MANIKATO (MN)	Not identified through END Modelling					EAGAN (MN)	EAGAN (MN)	Not identified through END Modelling				
MINNEAPOLIS (MN)	Not identified through END Modelling					EAGAN (MN)	EAGAN (MN)	Not identified through END Modelling				

Alt. Name	Modelled?	FLAT Size	LTR Size	PRCL Size	PRTY Size	P Name	To	Modelled?	FLAT Size	LTR Size	PRCL Size	PRTY Size
OLYMPIA (WA) (Deli)	Not identified through END Modelling	SM	MD	NO	NO	TACOMA (WA) P&DC	TACOMA (WA) P&DC	Not identified through END Modelling	MD	MD	MD	MD
POCAHONTAS (ID)	Not identified through END Modelling	SM	MD	NO	NO	SALT LAKE CITY (UT)	SALT LAKE CITY (UT)	Not identified through END Modelling	LG	LG	LG	LG
ROCHESTER (MN)	Not identified through END Modelling	SM	MD	NO	NO	EAGAN (MN)	EAGAN (MN)	Not identified through END Modelling	MD	MD	MD	MD
SAINT PAUL (MN)	Not identified through END Modelling	SM	MD	NO	NO	EAGAN (MN)	EAGAN (MN)	Not identified through END Modelling	MD	MD	MD	MD
TWIN FALLS (ID)	Not identified through END Modelling	SM	MD	NO	NO	BOISE (ID)	BOISE (ID)	Not identified through END Modelling	MD	MD	MD	MD
WENATCHEE (WA)	Not identified through END Modelling	SM	MD	NO	NO	SPOKANE (WA)	SPOKANE (WA)	Not identified through END Modelling	MD	MD	MD	MD
YAKIMA (WA)	Not identified through END Modelling	SM	MD	NO	NO	SPOKANE (WA)	SPOKANE (WA)	Not identified through END Modelling	MD	MD	MD	MD
BINGHAMTON (NY) P&DC		SM	MD	NO	NO	SYRACUSE (NY) P&DC	SYRACUSE (NY) P&DC		MD	MD	MD	MD
NORTH BAY (CA) P&DC		SM	MD	NO	NO	OAKLAND (CA) P&DC	OAKLAND (CA) P&DC		LG	LG	LG	LG
JACKSON (TN) CSMPC		SM	MD	NO	NO	MEMPHIS (TN)	MEMPHIS (TN) P&DC		MD	MD	MD	MD
ATHENS (GA)		SM	MD	NO	NO	NORTH METRO (GA) P&DC	NORTH METRO (GA) P&DC		LG	LG	LG	LG
LUFKIN (TX) PO		SM	MD	NO	NO	EAST TEXAS (TX) P&DC	EAST TEXAS (TX) P&DC		SM	MD	MD	MD
WALDORF (MD) DOJ		SM	MD	NO	NO	SOUTHERN MD (MD) P&DC	SOUTHERN MD (MD) P&DC		MD	MD	MD	MD
WHEELING (WV) MPO		SM	MD	NO	NO	PITTSBURGH (PA) P&DC	PITTSBURGH (PA) P&DC		LG	LG	MD	MD
WILKES BARRE (PA) P&DC		SM	MD	NO	NO	SCRANTON (PA) P&DC	SCRANTON (PA) P&DC		SM	MD	MD	MD
ZANESVILLE (OH) P&DC		SM	MD	NO	NO	COLUMBUS (OH) P&DC	COLUMBUS (OH) P&DC		LG	LG	LG	LG
ALTOONA (OH) P&DC		SM	MD	NO	NO	PITTSBURGH (PA) P&DC	PITTSBURGH (PA) P&DC		LG	LG	MD	MD
ASHLAND (NY) P&DC		SM	MD	NO	NO	HUNTINGTON (WV) P&DC	HUNTINGTON (WV) P&DC		SM	MD	MD	MD
JOHNSTOWN (PA) P&DC		SM	MD	NO	NO	PITTSBURGH (PA) P&DC	PITTSBURGH (PA) P&DC		LG	LG	MD	MD
WILMINGTON (DE) P&DC		SM	MD	NO	NO	PHILADELPHIA (PA) P&DC	PHILADELPHIA (PA) P&DC		LG	LG	MD	MD
BLOOMINGTON (IN) P&DC		SM	MD	NO	NO	INDIANAPOLIS (IN) P&DC	INDIANAPOLIS (IN) P&DC		LG	LG	MD	MD
FOX VALLEY (IL) P&DC		SM	MD	NO	NO	SOUTH SUBURBAN (IL) P&DC	SOUTH SUBURBAN (IL) P&DC		MD	MD	MD	MD
GAYLORD (MI) MPO		SM	MD	NO	NO	TRAVERSE CITY (MI) P&DC	TRAVERSE CITY (MI) P&DC		SM	MD	MD	MD
LAFAYETTE (IN) P&DC		SM	MD	NO	NO	INDIANAPOLIS (IN) P&DC	INDIANAPOLIS (IN) P&DC		LG	LG	LG	LG
MUNCIE (IN) P&DC		SM	MD	NO	NO	INDIANAPOLIS (IN) P&DC	INDIANAPOLIS (IN) P&DC		MD	MD	MD	MD
ROCKFORD (IL) P&DC		SM	MD	NO	NO	PALATINE (IL) P&DC	PALATINE (IL) P&DC		MD	MD	MD	MD
CAROL STREAM (IL) P&DC		SM	MD	NO	NO	NE METRO (IL) P&DC	NE METRO (IL) P&DC		MD	MD	MD	MD
PLANT (MI) P&DC		SM	MD	NO	NO	GREEN BAY (WI) P&DC	GREEN BAY (WI) P&DC		MD	MD	MD	MD
OSHKOSH (WI) P&DC		SM	MD	NO	NO	BOSTON (MA) P&DC	BOSTON (MA) P&DC		LG	LG	MD	MD
BROCKTON (MA) P&DC		SM	MD	NO	NO	WHITE RIVER JCT (VT) P&DC	WHITE RIVER JCT (VT) P&DC		MD	MD	MD	MD
BURLINGTON (VT) P&DC		SM	MD	NO	NO	PROVIDENCE (RI) P&DC	PROVIDENCE (RI) P&DC		MD	MD	MD	MD
CAPE COD (MA) P&DC		SM	MD	NO	NO	MANCHESTER (NH) P&DC	MANCHESTER (NH) P&DC		MD	MD	MD	MD
PORTSMOUTH (NH) P&DC		SM	MD	NO	NO	SYRACUSE (NY) P&DC	SYRACUSE (NY) P&DC		MD	MD	MD	MD
UTICA (NY) P&DC		SM	MD	NO	NO	ALBANY (NY) P&DC	ALBANY (NY) P&DC		MD	MD	MD	MD
NEWARK (NJ) P&DC		SM	MD	NO	NO	DOMINICK V DANIELS (NJ) P&DC	DOMINICK V DANIELS (NJ) P&DC		LG	LG	MD	MD
STOCKTON (CA) P&DC		SM	MD	NO	NO	NNJ METRO (NJ) P&DC	NNJ METRO (NJ) P&DC		MD	MD	MD	MD
LONG BEACH (CA) P&DC		MD	MD	NO	NO	SACRAMENTO (CA) P&DC	SACRAMENTO (CA) P&DC		LG	LG	MD	MD
OXNARD (CA) P&DC		SM	MD	NO	NO	LOS ANGELES (CA) P&DC	LOS ANGELES (CA) P&DC		MD	MD	MD	MD
ATLANTA (GA) SCF 300, 301		MD	LG	SM	SM	INDUSTRY (CA) P&DC	INDUSTRY (CA) P&DC		MD	MD	MD	MD
COLUMBUS (GA)		SM	MD	NO	NO	SANTA CLARITA (CA) P&DC	SANTA CLARITA (CA) P&DC		MD	MD	MD	MD
FORT LAUDERDALE (FL)		SM	MD	NO	NO	SANTA BARBARA (CA) P&DC	SANTA BARBARA (CA) P&DC		MD	MD	MD	MD
FORT MYERS (FL) P&DC		SM	MD	NO	NO	NW ATLANTA (GA) P&DC	NW ATLANTA (GA) P&DC		MD	MD	MD	MD
JOHNSTOWN CITY (TN) CSMPC		SM	MD	NO	NO	MACON (GA) P&DC	MACON (GA) P&DC		MD	MD	MD	MD
PANAMA CITY (FL)		SM	MD	NO	NO	SOUTH FLORIDA (FL) P&DC	SOUTH FLORIDA (FL) P&DC		MD	MD	MD	MD
PENSACOLA (FL)		SM	MD	NO	NO	MANASSA (FL) P&DC	MANASSA (FL) P&DC		MD	MD	MD	MD
ST PETERSBURG (FL) P&DC		SM	MD	NO	NO	KNOXVILLE (TN) P&DC	KNOXVILLE (TN) P&DC		MD	MD	MD	MD
BEAUMONT (TX)		SM	MD	NO	NO	TALLAHASSEE (FL) P&DC	TALLAHASSEE (FL) P&DC		MD	MD	MD	MD
BRYAN (TX) PO		SM	MD	NO	NO	MOBILE (AL) P&DC	MOBILE (AL) P&DC		MD	MD	MD	MD
MCALLEN (TX) PO		SM	MD	NO	NO	TAMPA (FL) P&DC	TAMPA (FL) P&DC		MD	MD	MD	MD
ABILENE (TX) PO		SM	MD	NO	NO	HOUSTON (TX) P&DC	HOUSTON (TX) P&DC		MD	MD	MD	MD
DALLAS (TX) P&DC		MD	LG	NO	NO	HOUSTON (TX) P&DC	HOUSTON (TX) P&DC		MD	MD	MD	MD
FAYETTEVILLE (AR)		SM	MD	NO	NO	CORPUS CHRISTI (TX) P&DC	CORPUS CHRISTI (TX) P&DC		MD	MD	MD	MD
FT SMITH (AR)		SM	MD	NO	NO	MIDLAND (TX) P&DC	MIDLAND (TX) P&DC		MD	MD	MD	MD
GULFPORT (MS)		SM	MD	NO	NO	NORTH TEXAS (TX) P&DC	NORTH TEXAS (TX) P&DC		MD	MD	MD	MD
WACO (TX) P&DC		SM	MD	NO	NO	TULSA (OK) P&DC	TULSA (OK) P&DC		MD	MD	MD	MD
WICHITA FALLS (TX) PO		SM	MD	NO	NO	NEW ORLEANS (LA) P&DC	NEW ORLEANS (LA) P&DC		MD	MD	MD	MD
KANSAS CITY (KS)		SM	MD	NO	NO	FORT WORTH (TX) P&DC	FORT WORTH (TX) P&DC		MD	MD	MD	MD
SOUX CITY (IA)		SM	MD	NO	NO	FORT WORTH (TX) P&DC	FORT WORTH (TX) P&DC		MD	MD	MD	MD
GRAND FORKS (ND)		SM	MD	NO	NO	KANSAS CITY (MO) P&DC	KANSAS CITY (MO) P&DC		MD	MD	MD	MD
LA CROSSE (WI)		SM	MD	NO	NO	SIOUX FALLS (SD) P&DC	SIOUX FALLS (SD) P&DC		MD	MD	MD	MD
SALEM (OR)		SM	MD	NO	NO	FARGO (ND) P&DC	FARGO (ND) P&DC		MD	MD	MD	MD
TACOMA (WA)		SM	MD	NO	NO	EAU CLAIRE (MN) P&DC	EAU CLAIRE (MN) P&DC		MD	MD	MD	MD
TOPEKA (KS)		SM	MD	NO	NO	PORTLAND (OR) P&DC	PORTLAND (OR) P&DC		MD	MD	MD	MD
		SM	MD	NO	NO	SEATTLE (WA) P&DC	SEATTLE (WA) P&DC		MD	MD	MD	MD
		SM	MD	NO	NO	KANSAS CITY (MO) P&DC	KANSAS CITY (MO) P&DC		MD	MD	MD	MD

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8. Library Reference 17, at pages 4-5, lists cost functions for 14 direct sorting operations and five allied operations that the END optimization model individually models. It linearizes these cost functions, and assigns a size category to each operation at each facility covered by the model. For a given 3-digit ZIP area, the model purports to separately assign each operation to the facility where the operation can be performed at least cost. Many of these operations, however, appear to be interdependent. For example, it would appear infeasible to assign outgoing letter-shaped processing operations (AFCS, OCR, and DBCS) that are of different sizes to different facilities.
- a. Does the END model constrain the separate assignment of operations that are interdependent?
 - b. Library Reference 17, at page 5, says "the model does not contemplate 'consolidating' facing and canceling operations. These operations will thus stay in the P&DCs." If outgoing OCR and BCS operations are consolidated, but facing and canceling operations are not, could this result in inadequate capacity in the facing and canceling operation at the gaining facility?

RESPONSE:

- a. Yes. The distribution concept defines which operations must be assigned together. For example, the RDC concept assigns DBCS operations to one Originating Facility, Originating Concentrator, Destinating Disperser, Destinating Facility. All of the OF roles are assigned by the model, not just 1 operation. The role is assigned to a facility type by shape depending on the concept modeled. For example, OF-LTTR-DBCS would be assigned to a Local Processing Center; whereas, OC-LTTR-DBCS would be assigned to an LPC based on how the network design was modeled
- b. The statement in USPS Library Reference N2006-1/17 was addressing the fact that there are some operations that are small and do not have much impact on the overall network. What this example is referring

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
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RESPONSE to Question 8 (continued):

to is the facing and canceling operations that take place outside of the AFCS, such as micro-marks, hand cancellation and facing operations. The model does include these costs indirectly as stated on page 5 of the Model Requirements Report (USPS-LR-N2006-1/17) more simply by utilizing a ratio approach. The model does contemplate consolidating AFCS cancellation operations, and a cost function was developed and provided for the AFCS operation.

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9. Library Reference 18, at page iv, says

[e]very scenario used to stress the model . . . generates results showing that over 100 campuses could be closed (the v3.7 model run validated by the IV & V team shows almost 150 campuses being closed). The Postal Service will have to formulate a plan to deal with the impact of such closures.

- a. In determining the cost of the future network against which the Postal Service would validate an AMP if it were initiated today, does the **END** optimization model include fixed facility costs for facilities that are not assigned volume for any modeled operations?
- b. Has the END optimization model been modified in this regard since it was evaluated by the IV & V team?

RESPONSE:

- a. The \$750 million estimated savings associated with the proposed future network does not include the fixed cost savings of facilities which do not have mail processing assigned. While fixed cost is modeled, the ultimate use of a given facility (which did not have mail assigned) is unknown at this time, and therefore the savings of fixed cost was not included.
- b. The model continues to use three cost inputs. The first is an operational cost that is the operation cost by size. The second cost input into the optimization model is the facility fixed costs, that is those costs associated with the facility infrastructure that do not change regardless of the amount of mail processed, such as lease costs. The third cost element input into the optimization model is

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RESPONSE to Question 9 (continued):

the costs associated with transporting mail between ZIP and facility,
as well as facility to facility.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICERS INFORMATION REQUEST NO. 8, QUESTION 1**

1. Refer to USPS Library Reference N2006-1/5. According to the Marysville AMP Assumption List found on page 168, the estimate of the gaining facility's additional staffing needs is based on the following formula: $\text{AMP Volume} \div \text{BPI} = \text{Workhours}$.
 - a. Confirm that "AMP Volume" is the volume expected to move from the losing facility to the gaining facility after the consolidation.
 - b. Confirm that under the Breakthrough Productivity Initiative (BPI) program earned workhours for a given operation in a given facility are calculated by dividing workload (**TPH**) by the average productivity for the top 25% of facilities in the same size group as the given facility. If you cannot confirm, please explain how earned workhours are calculated.
 - c. Is the "BPI" referred to in the Assumption List the average productivity for the top 25% of facilities in the same size group as Sacramento? If not, what is "BPI" referring to?
 - d. Are workhours after consolidation for gaining facilities for all other AMP studies estimated using the formula given in the Marysville Assumption List? If not how are they estimated?
 - e. Are workhours after consolidation for losing facilities for all other AMP studies estimated using the formula given in the Marysville Assumption List? If not how are they estimated?
 - f. What percentage of all facilities achieved or exceeded (i.e. had fewer workhours) their earned workhour goals in FY 2005 and FY 2006?
 - g. What management incentives does the Postal Service offer to ensure that facilities reach or exceed their earned workhour goals?
 - h. In the past, what impact has missing the earned workhour goal had on a facility's ability to meet its critical dispatch times, subsequent facilities' critical entry times, and overall service standards?
 - i. If the answer is none, please explain why there has been no impact.
 - ii. In the future, what impact would missing the earned workhour goal have on a facility's ability to meet its critical dispatch times, subsequent facilities' critical entry times, and overall service standards?
 - i. When was the BPI program initiated?
 - j. Is actual productivity under the BPI calculated by dividing MODS **TPH** by MODS hours?
 - i. If not, how is it calculated?
 - ii. Can these productivities be calculated from the data provided in R2006-1, Library Reference USPS-L-56?

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1. If so, for each operation provide the criteria that determines the size classification (i.e., small, medium, large).
2. If not, provide actual mail processing productivities by operation, as calculated in the BPI program, for all BPI facilities for all fiscal years since the inception of the program.

RESPONSE

- (a) Confirmed that AMP volume is the estimated volume expected to be transferred to the gaining facility. However, the formula referenced in the interrogatory is **not** used in the END **AMP** process.
- (b) Earned Hours are calculated by dividing workload (TPH) by the Target Productivity for the given Category. One method of establishing target productivity is by calculating the top quartile from the previous year's data.
- (c) Yes.
- (d) No, the actual work hours from the management operating data system (MODS) from worksheet 4 & 4a are used.
- (e) No, the actual work hours from the management operating data system (MODS) from worksheet 4 & 4a are used.
- (f) There are no earned workhour goals in the BPI model.
- (g) There are no earned workhour goals in the BPI model.
- (h) The earned hour measurement is not related to critical dispatch times, critical entry times, or overall service standards. There are no earned workhour goals in the BPI Model.
- (i) FY 2001.
- (j) Yes.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
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- I. Not applicable
- II. No
 - 1. Not applicable.
 - 2. BPI does not calculate productivities by operation. BPI
calculates productivities by processing categories

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO PRESIDING OFFICER'S INFORMATION REQUEST NO. 8**

2. Refer to **USPS** Library Reference N2006-1/17. page 5, and USPS Response to POIR No. 6, question 1. POIR No. 6, question 1 asked the Postal Service to provide the classification criteria, average TPH per hour, variability factor, and marginal cost for small, medium, and large classifications for all operations listed on page 5 of LR N2006-1/17. The Postal Service provided the requested information for 11 of the 19 operations. Please provide the requested information for the remaining 8 operations (MPBCS, APPS, PSM, NMO, Platform, Open Unit Pref, Open Unit Bulk, and Pouching.) Because these operations were not modeled by witness Bozzo in R2005-1, provide the models and datasets used to calculate the requested information.

RESPONSE

The requested information for the MPBCS operation is as follows:

[1] Operation	[2] TPF cutoffs	[3] Elasticity	[4] Standard Error	[5] Productivity (TPF/Hour**, FY 2005. Median by Size Group)	[6] Marginal Productivity [5]/[3]	[7] BY 2005 Elasticity	[8] BY 2005 Std. Error
MPBCS						n/a *	n/a
Small	4 4 1 1 6	0.92	0.090	8.440	9.174		
Medium	14 11 6 10 52396	0.87	0.080	7,760	8,920		
Large	>52396	0.78	0.110	6.840	8,769		

* The MPBCS cost pool is not used in the BY 2005 mail processing model

The Commission is correct to point out that the MPBCS operation was not modeled by witness Bozzo. As the MPBCS inventory dwindles, and the workload migrates to the DBCS, that operation is now modeled within the BCS Out/In operation categories. As such, the cost functions will evolve to meet the current operating environment of the Postal Service.

Please see response to POIR 7 Question 5 which shows the step-by-step process utilized to develop the APPS function. Since a structural equation has not yet been developed due to insufficiency of the period of performance of the APPS machine, the SPBS equation was utilized as a proxy

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
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RESPONSE to Question 2 (continued):

The approach utilized for the BMC functions was different than other operations. END utilized a linear regression approach to approximate the cost **functions** of the BMC operations. namely the PSM and NMO operations. This approach was selected because, at the time, the data were in PIMS, and the system did not provide **sufficient** data to make more generalized approximations. Currently, BMC data has been migrated to MODS. This movement has occurred within the last year, but does not provide a sufficient period of data with which to make more than these general inferences. The spreadsheet utilized to generate these equations will be provided in USPS Library Reference N2006-1/26.

Finally, the allied equations were developed by size only for the total fixed component, and this was utilized to determine the additional allied cost associated with a given facility based on intrinsic facility factors. Only one allied variable coefficient was developed for each of the allied operations modeled: Platform, Open Unit Pref. Open Unit Bulk, and Pouching. Please see USPS Library Reference N2006-1/17, the END Modeling Requirements Report at page 7 for detailed information for how those functions are utilized in the model. The following table reflects the allied labor coefficients utilized in the models:

	Core Hours	Letters	Flats	Parcels	Priority
Platform	9,952	0.056	0.261	0.000	0.355
Pouching	2,282	0.000	0.494	0.455	0.000
Opening Pref	4,493	0.065	0.049	0.000	0.000
Opening Bulk	4,264	0.020	0.102	0.060	0.000
Total	20,991	0.141	0.906	0.515	0.355

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RESPONSE to Question 2 f(continued):

Note The coefficients represent allied hours / 1000 TPH in each shape category. Core hours is a quarterly number

Total Core Hours:

SMALL: 23,915

MEDIUM: 50,940

LARGE: 90,482

Classification criteria for allied equations are as follows based on the total amount of allied hours within a facility:

SMALL: 0 – 91,334 Total Allied Hours

MEDIUM 91,334 – 492.845 Total Allied Hours

LARGE > 492,846 Total Allied Hours

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7. According to witness Shah, a primary goal of the END model is to identify an optimized solution that reduces the complexities and the redundancies of the postal transportation network illustrated by Figure 2 of USPS-T-1, without substantially degrading service. The Postal Service, in response to Presiding Officer's Information Request No. 4, Question 6, says that potentially all subclasses will be processed and transported together in the Future Network, unless it degrades service standards. It is not clear to what extent the END model's optimized solution would achieve this goal. As general indications, please provide:
- a. A comparison of the number of miles required to transport mail between processing facilities in the current network with the number that would be required in the Future Network, as evidenced by the iteration of the END model against which an AMP would currently be evaluated.
 - b. Please provide the proportion of those miles that directly connect processing facilities without going through a hub, in the current network, and in the Future Network referenced in part a.
 - c. Please provide the number of transportation runs that are dedicated to preferential classes of mail in the current network and in the Future Network referenced in part a.

RESPONSE

- a. It is important to clear up a misconception implied by the statement proceeding this question. The primary goal of END is not to optimize the postal transportation network. See the response to OCA/USPS-52. The complexities and the redundancies of the postal network illustrated by Figure 2 of USPS-T-1 come about due to the network redundancies created by overlapping single-product networks. See the response to OCA/USPS-T1-12. As indicated in USPS-T-1 at page 7, the primary objectives of END, are to identify potential operations and network changes that could:
 - create a more flexible postal distribution and transportation network;

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RESPONSE to Question 7 (continued):

- modify the postal surface transportation network to reduce overall transportation costs;
- reduce redundancy inherent in maintaining different transportation networks for different mail classes; and
- reduce postal costs.

Within this network, if possible, shared class transportation can be facilitated. See the responses to OCAIUSPS-35 and POIR 4 Question 6a&b.

The current networks total HCR miles are approximately 994 Million annually. The theoretical network estimated miles are 997 Million. As indicated in the above paragraph, one of END's goals is to reduce total transportation and distribution costs. One means is by moving mail off air transportation and onto surface transportation, as indicated by the increase in miles.

- b. Based on existing HCR's, approximately 70-80 percent of today's trips do not connect through one of the 14 national HASPs/HUBS. A fundamental tenet of the future network is transportation consolidation. An estimated 60 percent of the future trips do not stop at a national STC, which means the number of trips consolidated through national STCs, and national

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RESPONSE to Question 7 (continued):

HASPs, would increase from 20-30 percent today, up to almost 40 percent in the future.

- c. With the deployment of surface visibility underway, the Postal Service is on a path which will provide the required visibility to more accurately determine the amount of mail by class in transit throughout its network. At this time, reliable data is not available to determine the number of dedicated preferential trips.

As stated in response to OCA/USPS-35, the theoretical future shape based network will facilitate shared product transportation. As a result, much of the network transportation in the future has the potential to include all classes of mail where service is not compromised. See the response to POIR 4 Question 6a&b.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO QUESTIONS POSED IN PRESIDING OFFICER'S RULING NO. N2006-1/37**

1. How does the model determine which facilities will become Regional Distribution Centers (RDC), e.g., is the decision based on physical features of specific facilities, geographic features such as proximity to highways and airports, or physical location? Is the initial decision made within or outside of the model?

RESPONSE

Before responding to the question posed, the Postal Service is obliged to respond to a misconception regarding the Opportunity List provided by witness Williams that is referenced in footnote 1 of Presiding Officer's Ruling No. N2006-1/37. That footnote asserts:

Currently, virtually all AMP proposals are initiated by the recommendations of the END model, and none can go forward unless it is consistent with those recommendations. The END model's recommendations would be peripheral to network realignment only if the large majority of the AMP "opportunities" that it initiates were ultimately rejected by management. Such an outcome appears unlikely."

Of the list of 139 AMP candidates provided to the Commission on that Opportunity List, 83 were not identified through END modeling. The Opportunity List was generated largely by the submission of the names of facilities that each Area office considered might make candidates for AMP review as part of the END initiative. Second, of the 44 AMP feasibility studies announced in 2006, in 6 cases, a determination was made that the proposed consolidation was not presently feasible.

The model determines which facilities will become Regional Distribution Centers based on available capacity and required capacity and minimized overall network costs. This

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RESPONSE TO QUESTION 1 (continued):

initial decision is made within the model, except for the case of **BMCs** which were designated as only to be selected as **RDCs**. The model is a mixed integer optimization. For further detail, please see *Integer and Combinatorial Optimization* by Laurence A. Wolsey and George L. Nemhauser. See **also**, the response of the United States Postal Service to **POIR 5**, Question 11

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO QUESTIONS POSED IN PRESIDING OFFICER'S RULING NO. N2006-1/37**

2. Is the ZIP Code assignment problem **solved** before, after, or simultaneously with the processing role problem?

RESPONSE

The ZIP Code assignment problem is solved simultaneously with the processing role problem. See the responses of the United States Postal Service to POIR 5, Question 11, and **POIR 4**, Question 7. See also, *Integer and Combinatorial Optimization* by Laurence A. Wolsey and George L. Nemhauser.

**RESPONSE OF THE UNITED STATES POSTAL SERVICE
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3. How does the model assign turnaround mail, and is turnaround mail the only mail that has an overnight service standard under the RDC concept?

RESPONSE

The model assigns turnaround mail the same way all other capacity is assigned. The model does not distinguish overnight capacity from non-overnight capacity. The model assigns all workload capacity for each 3-Digit **ZIP** code: In an early iteration of the model, there was an assumption that turnaround mail would modeled as that which only has an overnight service standard. Subsequent iterations have changed this constraint.

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TO QUESTIONS POSED IN PRESIDING OFFICERS RULING NO. N2006-1137**

4. Does the model allow additional transportation costs to be incurred, such as substituting air for highway transportation, if this would make it feasible to consolidate additional processing operations without violating service standards?

RESPONSE

No, the objective of the transportation model is consistent with existing USPS corporate goals of maximizing surface transportation. If an origin-destination pair can be service responsive on surface, surface will be selected. See the response of the United States Postal Service to POIR 4, Question 7b.

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5. What criteria are used to assign ZIP Codes to facilities after the initial run? What aspect of this task is performed outside the model, and why is it performed outside of the model? (See Tr. 2/334).

RESPONSE

The optimization model was not designed as a tactical roadmap and does not consider capital investments for new equipment, relocation of assets or retrofitting of facilities.

These issues must be reviewed outside the model by headquarters, area and local level experts familiar with site specific issues such as facility infrastructure, building age, actual drive times and reliability of road conditions. See the response of the United States Postal Service to APWU/USPS-T1-1(b); also, the response of the United States Postal Service to OCA/USPS-54; and the response of the United States Postal Service to POIR 5, Question 7a

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6. With respect to Question No. 5, please answer the following more specific questions.

Library Reference N2006-1/17, at page 18, describes the steps followed by the optimization model. Steps 2 and 3 assume that each facility is "large" for purposes of determining its processing cost characteristics. (A further ambiguity arises from the documentation repeatedly referring to "facilities" and the costs saved by "closing" them, although the Postal Service has also said **that** the END model recommends closing operations, but not **facilities**.) Library Reference N2006-1/17, however, does not indicate how the model would assign ZIP Code workload to plants under a variety of circumstances.

- a. For example, what decision rules would the model apply to implement Steps 2 and 3 where sufficient processing capacity **is** available at several different plants? To illustrate, the model might encounter situations in which all of a particular 3-digit ZIP Code/product workload could be processed by any of three facilities — one small, one medium, and one large.
 - (1) In Steps 2 and 3, would the model choose the facility that best matches workload to capacity (the small facility) without regard to the cost characteristics that are assumed to accompany its size?
 - (2) In Steps 4 through 6, does the model "re-size" this facility to match its assigned volume, thereby recognizing that it has the cost characteristics of a small **facility/operation**? Consequently, would estimated costs increase as the model moves from Steps 2 and 3 to Steps 4 through 6, even though the documentation asserts that costs move further toward the **minimum** with each iteration?
- b. Where processing capacity is a constraint, it is not clear what decision rules the model would apply to implement Steps 2 and 3. For example, the model could encounter circumstances in which there are three plants eligible to process a particular 3-digit ZIP Code/product workload. The workload would fit exactly into two eligible small plants, but would occupy only half of the processing capacity of an eligible large plant (perhaps enough to fit a medium facility).
 - (1) What decision rules would the model apply to select one of these options?. **In** selecting operations to consolidate, would the model's choice assume that the operation-specific and the facility-specific fixed costs at both of the small facilities would be saved by consolidating them to the large plant?
 - (2) In Steps 4 through 6, under the circumstance just described, would the model
 - (i) choose the large facility, 'assuming that its variable costs would convert to those of a medium facility, but that it would continue to operate at half capacity, and continue to incur the fixed costs of a large **facility/operation**;

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Question 6 (continued):

- (ii) choose the large facility, assuming that its variable costs would convert to those of a medium facility, but the plant would be reconfigured to match its new "medium" workload;
 - (iii) choose a small facility on the assumption that it would be reconfigured to handle its new "medium" workload, with a corresponding change in its "core" fixed and variable costs;
 - (iv) allocate the workload to the ~~two~~ small facility operations. rather than operate ~~one large facility/operation~~ at half capacity?
- c. What the 'core' fixed cost of an operation, and the fixed cost of a facility represent is unclear.
 - (1) If the cost of fuel, rents, and other facility specific costs are included in the "core" fixed costs of an operation, would the model consider them reduced to zero if the operation is consolidated into another facility? Wouldn't these costs actually remain at the donating facility?
 - (2) If the model treats such costs as facility-specific. would the "core" fixed costs of an operation then consist primarily of the set-up and take-down labor costs for that operation?
 - (i) When an operation is consolidated into another plant, would there be any need to set-up or teardown the operation at the donating plant?
 - (ii) Would this imply that such costs are not actually fixed?
 - (iii) If the donated operation still requires a separate sort scheme when performed at the receiving plant, would the same set-up and tear-down costs be incurred before and after consolidation?
 - (iv) Under these circumstances, would the model count the "core" fixed costs of the consolidated operation as "saved?"

RESPONSE

(a)

- (1) The model would match workload which has been translated into capacity to facility square feet. All operations are assumed large at this step, therefore the model minimizes cost through operation consolidation. For

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RESPONSE TO QUESTION 6 (continued):

more information on optimization, please see *Integer* and Combinatorial *Optimization* by Laurence A. Wolsey and George L. Nemhauser. See the response to OCA/USPST1-21d. See also the response of the United States Postal Service to POIR 5, Question 11

- (2) While the model assumes a large cost operation size to begin, this cost is only used as a starting point to begin to assign capacity, not estimate network cost. Once the initial run is complete, the operations are resized based on the actual volume that was assigned to the facilities generated by the model. Therefore, the network is resized based on the actual workload assigned. This produces a network cost for this resized network. This result is then utilized in steps 4 – 6 for the second iteration. Within steps 4-6 the model will look for a least cost solution beyond this. therefore, as we iterate, total network cost may decrease.

(b)

- (1) The decision rules that the model would apply are the overall decision rules used within the optimization model. The model is a cost minimization problem. See the response to OCA/USPS-T1-3c. Therefore, in selecting operations to consolidate, the model would select the decisions that led to a least cost solution for the overall optimization

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RESPONSE TO QUESTION 6 (continued):**

problem which would be the overall network, and not a particular facility selection; individualized local decisions may not be optimal in every case since the model is minimizing the overall network cost. See the response of the United States Postal Service to POIR 5, Question 11

- (2) There is one and only one theoretical optimal least cost solution within the optimization problem. All decisions are made iteratively, moving from one decision point to a better decision point until the optimal solution is obtained. Since we are looking for an overall network solution, individualized local decisions may not be optimal in every case in order to minimize the overall network cost. Therefore, there is simply not a single answer to this question; the answer is that it depends on all other decision variables within the model. Please see, *Integer & Combinatorial Optimization* by Laurence A. Wolsey and George L. Neuhauser for further discussion of optimization. See also the response of the United States Postal Service to OCA/USPS-T1-21d; and the response of the United States Postal Service to POIR 5, Question 11

(c)

- (1) The facility specific costs are included within the fixed costs of the facility. Within the optimization model, there is an unavoidable facility cost associated with each facility, representing the costs that will be at that

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RESPONSE TO QUESTION 6 (continued):**

facility regardless of whether mail is processed or not. These costs would reduce to zero within the context of the model if all operations were removed from a facility. From a practical perspective, the proper use of a facility in the future would depend on organizational decision making.

Please see the response of the United States Postal Service to APWU/USPS-T1-31b&c; also, the response of the United States Postal Service to POIR 2, Question 7a&b.

- (2) The core component of the cost equation is a mathematical device to represent the linear version of the non-linear cost curve. In order to do so, a "core component" was developed to match the central value of piece handlings for each range of TPH to the nonlinear equation. The following 2 diagrams represent the linear version of the nonlinear curve. (Note, these diagrams are not to scale and are used for only for conceptual explanatory purposes)

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RESPONSE TO QUESTION 6 (continued):**

Figure 1:

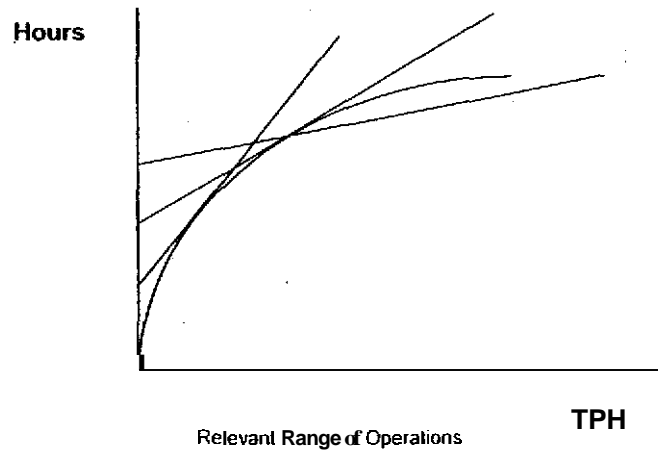
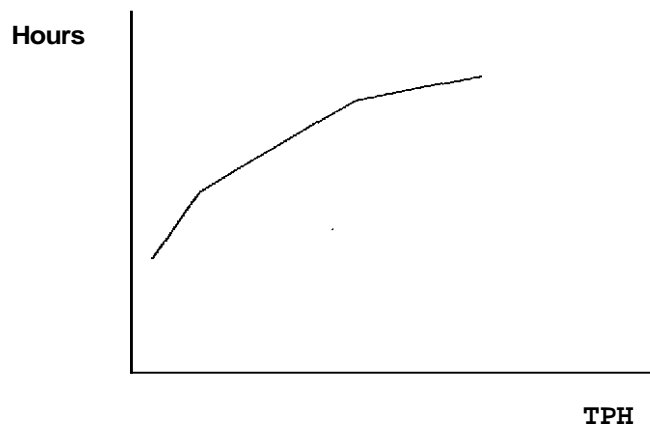
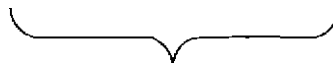


Figure 2:



The first figure represents the non-linear cost curves, and the three tangent lines which have been termed Small, Medium and Large within the END optimization construct. The use of three curves was to develop a



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RESPONSE TO QUESTION 6 (continued):**

reasonable representation of the nonlinear cost curve. If computing resources were infinite, an infinite number of curves could have been utilized which would have been the non-linear cost curve, but the END optimization model is a linear optimization model. Figure 2 represents the three sizes with the non-linear **cost** curve removed. This also has the ends of the curve removed which **do** not represent the linear version of the nonlinear cost curve underneath. What this figure shows is three distinct lines which END uses to represent the structural equations **of** the United States Postal Service. The format **of** the equation that fits these lines is the linear function: $\text{Hours} = a + \beta(\text{TPH})$ depending on what part **of** the curve you are on. Therefore this "core" term represents the term that moves the linear function to the tangent of the **nonlinear** cost curve. In other words, the core component moves the linear cost function onto **the** non-linear cost curve.

See the response of the United States Postal Service to POIR 7 Question 5 for the detailed step by step derivation of the linear cost functions

- (i) No, if a particular operation is no longer **performed** at a facility there would be no need to set up or teardown that **operation**
- (ii) We define them as part **of** the operation specific cost

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RESPONSE TO QUESTION 6 (continued):

- (iii) It is assumed that as workload is consolidated, that workload will not be run on separate sort schemes, but rather the sort schemes would be aligned to achieve economies for some operations. These consolidations of mail volume onto the same sort schemes reduces the amount of set up and tear down costs incurred for the same amount of mail volume, which is part of the economies of scale achieved. *See*, Direct Testimony of Linda A. Kingsley on Behalf of the United States Postal Service, Docket R2001-1, USPS-T-39 at 28-30.
- (iv) Under these circumstances, would the model count the "core" fixed costs of the consolidated operation as "saved?" Based on the mathematical formulation of the END cost equations, if an operation were completely removed from a facility, all costs of that operation would be removed. By definition within the END optimization model, $Hrs = a + \beta * TPH$, and a cannot exist in isolation. The core component of the curve only exists if the operation is present.